

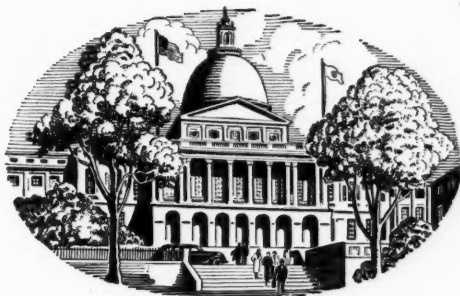
The NATIONAL UNDERWRITER

Life Insurance Edition

SEP 28 1936

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INS. LAB.



Boston welcomes the NATIONAL ASSOCIATION of LIFE UNDERWRITERS for its 47th ANNUAL Convention

NEW ENGLAND MUTUAL joins with the other life companies and local associations of New England in welcoming the National Association, assembled in Boston for its 47th Annual Convention.

This is the largest gathering of life insurance men in the history of the business, and it is particularly fitting that Boston should be its meeting place.

Here, on June 18, 1890, at the famous old Parker House, the National Association was founded, just seven years after the birth of the Boston Life Underwriters Association, which was itself the first life underwriters asso-

ciation in the country, organized 1883.

Here, too, more than one hundred years ago, the first charter in America for a mutual life insurance company was granted to the New England Mutual.

Also, the celebrated Elizur Wright, "Father of American Life Insurance," lived here. He served from 1858 to 1866 as Insurance Commissioner of Massachusetts, and established the system of net valuation, the system now universally used in America for building up the sinking fund by which premiums are kept level.

**INSURANCE-MINDED BOSTON
WELCOMES YOU HOME!**



NEW ENGLAND MUTUAL LIFE Insurance Company of BOSTON

GEORGE WILLARD SMITH, *President*

*You are cordially invited to visit an HISTORIC EXHIBIT
assembled for this occasion on the 6th floor of the Home Office Building, 87 Milk Street.*

AMERICA'S FIRST MUTUAL ★ CHARTERED ONE HUNDRED AND ONE YEARS AGO

3rd CONVENTION DAILY

FRIDAY, SEPTEMBER 25, 1936



*To the Members of the National Association
of Life Underwriters*

MOST CORDIAL GREETINGS

OUR PLATFORM

Definitely commits us to:

- I. A sound and scientific program to supplement life insurance by protecting against loss of income through disability.
- II. Strict adherence in spirit and in letter to the requirements of the twenty States in which we operate, including New York.
- III. Adequate premiums and reserves — adequate in the light of both old and recent experience of all companies.
- IV. Security to policyholders through a reserve basis comparable to that of Legal Reserve Life Insurance.
- V. Facilities fashioned to meet the needs of the modern Life Underwriter.

**INCONTESTABLE • NON-CANCELLABLE
COMPLETE INCOME PROTECTION**

Your inquiries are most welcome.

MASSACHUSETTS INDEMNITY INSURANCE COMPANY

Home Office

Boston, Massachusetts

Offices located in principal cities from coast to coast

THE NATIONAL'S MR. GAMMONS

The National Life Insurance Company is pleased to make the Boston convention of the National Association of Life Underwriters an occasion to point to the Boston agency of our company as one of the oldest and most successful in the country.

In two previous advertisements in this publication we have remarked upon the esteem which Elizur Wright, the great Boston leader of insurance reforms, had for the practices of this Vermont company, and we have briefly reviewed the 86-years' history of our Boston agency, for many years headed by James T. Phelps, Sr., and James T. Phelps, Jr. The latter was elected in 1887 president of the Boston Life Underwriters' Association, and he was elected a vice president of the National Association of Life Underwriters at its founding in 1890. Not only did James T. Phelps, Jr., have these honors thrust upon him, but he was, at the time of his death, vice president of the National Life Insurance Company, and his name as well as his fame persists in the Company's Boston agency, the name of which at the present time is James T. Phelps & Company, Inc.

In the fall of 1883 James T. Phelps advertised for an office boy. Several young fellows applied, among them a lad of 18 whom Mr. Phelps selected for the first interview.

"Well, my lad, what can you do?" asked Mr. Phelps, and young Charlie Gammons replied, "Sir, I can try to do almost anything."

Mr. Phelps hired him, and this was the start of 53 years' continuous association with the National.

In 1897 Mr. Phelps took Mr. Gammons and his son-in-law, J. Howard Edwards, into partnership with him. Following

the death of Mr. Phelps in 1908 Mr. Gammons was elected a director of the Company to succeed him.

Mr. Gammons, in the opinion of the National's officers, typifies the ideal life insurance underwriter and general agent. A man of generous integrity, unfailing loyalty to his policyholders, and to his company, he is highly esteemed by both. A great many letters testify to the satisfaction which policyholders and annuitants have felt in dealing with Mr. Gammons.

At a dinner given by the General Agents' and Managers' Association of Boston, in honor of the 75th anniversary of the National's Boston agency, Mr. Gammons was referred to as one of the most beloved life underwriters in Boston.

His high business ideals, his generous attitude toward agents of other companies, and his sympathetic and practical assistance to

young men interested in life underwriting, are some of the qualities which have helped him to win the enviable place he occupies.

The Company is pleased to pay this tribute to "the National's Mr. Gammons."



CHARLES W. GAMMONS

NATIONAL LIFE

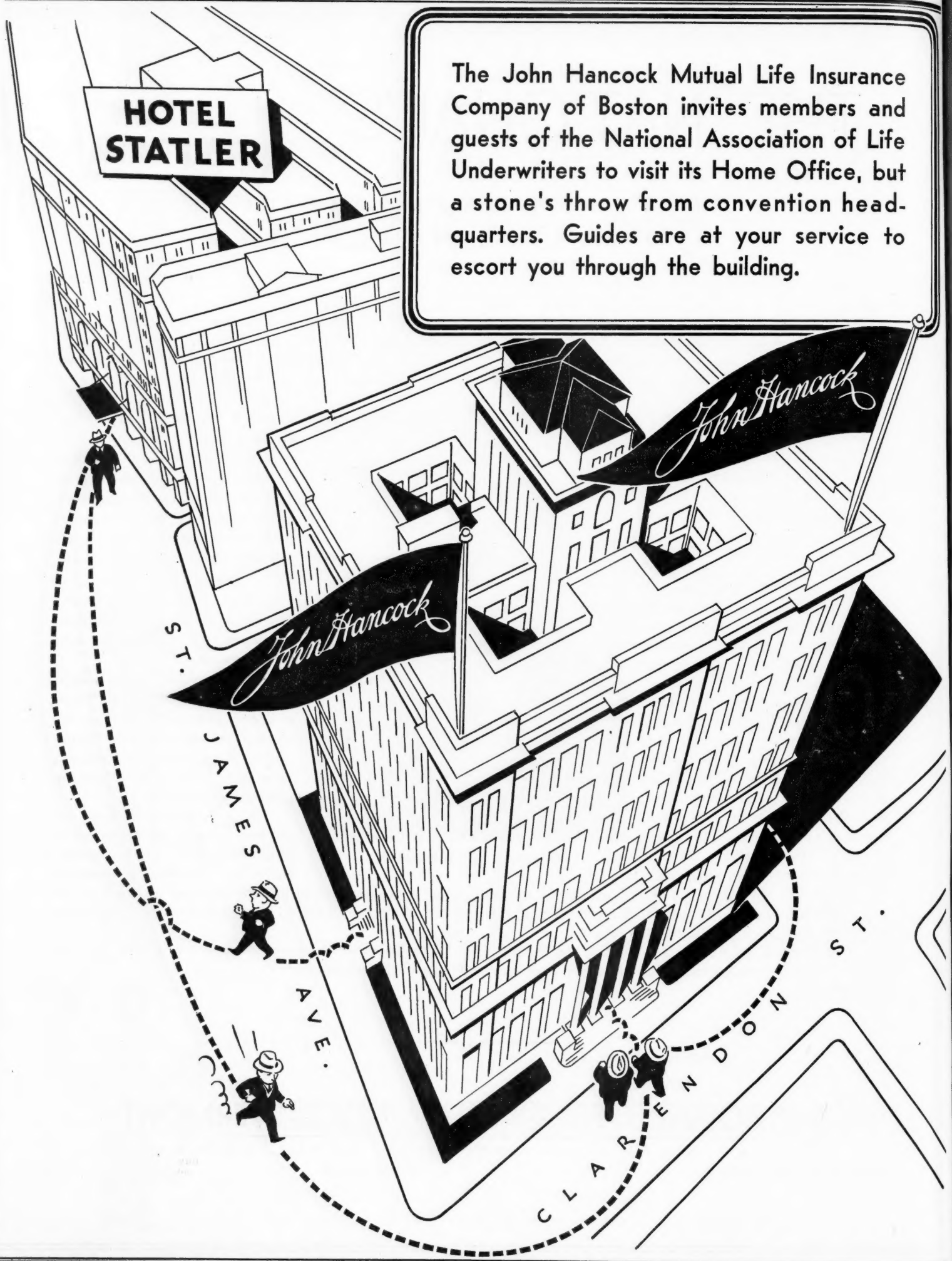
INSURANCE
COMPANY

HOME OFFICE
MONTPELIER

VERMONT

PURELY MUTUAL

ESTABLISHED 1850



The National Underwriter

LIFE INSURANCE EDITION

Record Boston Rally in Strong Close

Sees Insurance as Barrier to Fascism

Independent Spirit Makes Regimentation Repugnant, Says Charles Francis Adams

THREE TRUST MEN HEARD

Emphasize Improved Relations With Life Agents as Contrasted With a Few Years Ago

Convention Headquarters, Boston, Sept. 25

Terming life insurance "the greatest charity of the civilized world," Charles Francis Adams, former Secretary of the Navy, credited the institution with being an important factor in building a type of independent and progressive national character which tends to repel the encroachments of regimentation of the sort that has made most of the rest of the world a place of strife.

Mr. Adams spoke at the general session Thursday in the section on "Cooperation Between Trust Officers and Life Underwriters" under the auspices of the Boston Life Insurance and Trust Council.

Distrusts Federal Social Security

Mr. Adams expressed distrust of federal social security measures as indicating a tendency to yield to the regimentation spirit, lacking the character values of security independently arranged.

"Shall we see a continuation of what we have done or shall we be swept aside to what seems to me a less noble motive?" he inquired.

Duty to Policyholders

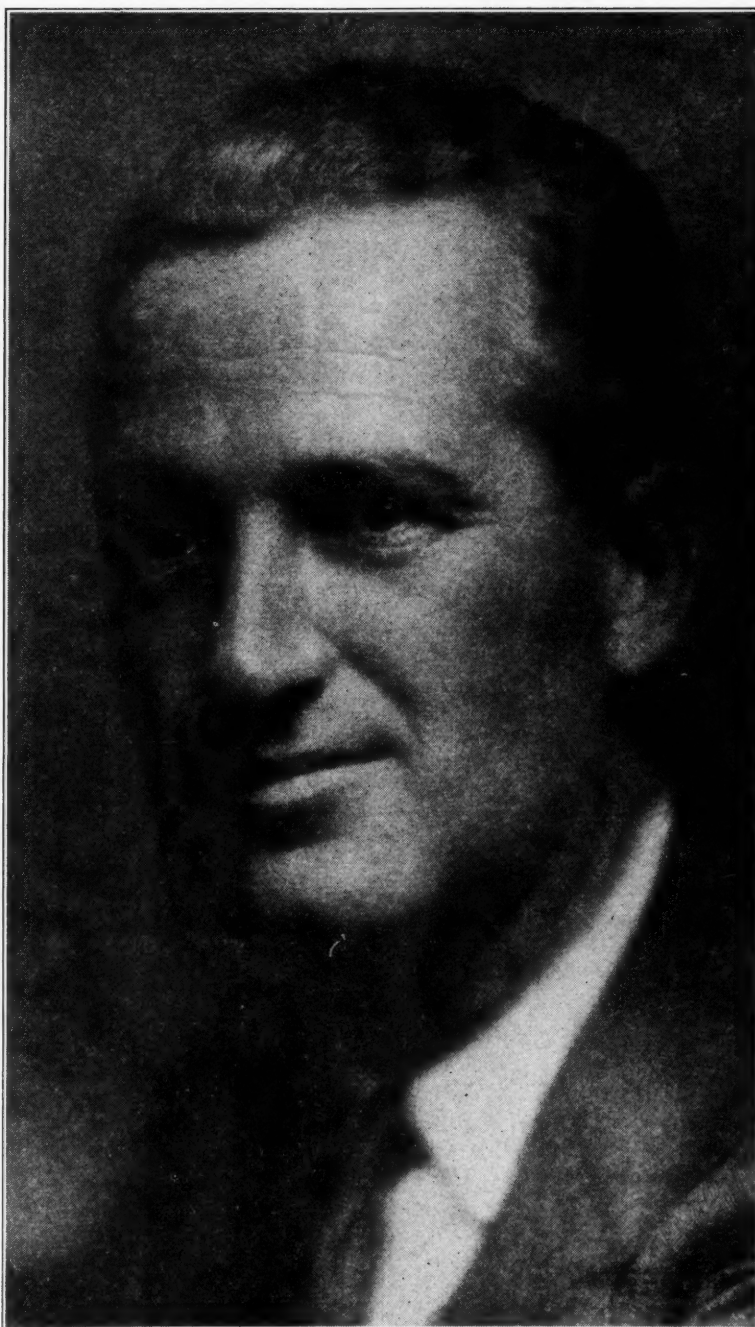
While deploring the mixing of life insurance with politics, Mr. Adams said: "We are a great public trust. These insurance companies must not have a political complexion but on the other hand we as individuals owe a great duty to those who have entrusted their affairs and fortunes to our guidance. If there must come a time when the duty to speak is clear and when that time comes I know we can look forward to your participating."

Cites Greater Harmony

Leon M. Little, vice-president New England Trust Co. and former president trust division American Bankers Association, cited the progress in harmony between life insurance men and trust companies. He pointed out that no longer do trust men belittle the security back of life insurance settlement options or steer life insurance away from the men who originated it, nor do life men confuse commercial with trust banking or break up life insurance trusts in order to make a sale.

Profligate, wanton, and needless public spending today offers the greatest threat to honest savings and must be

New National Association Chief



ALEXANDER E. PATTERSON, Chicago

curtailed or these savings will be destroyed, former Governor Channing H. Cox of Massachusetts warned. Mr. Cox is a brother of President Guy Cox

of the John Hancock. He made a strong plea for individual independence for those who strive for protection for those they love.

Parkinson Final Speaker at Meet

Resolutions Committee Avoids Controversial Matter—Buries the Trustees' Memorial

WILLIAM DUFF PRESIDES

Stirring Messages—Woman's Club Leader Speaks—Election Takes Place

Convention Headquarters, Boston, Sept. 25

With one of the most inspirational orators of the business—President Thomas I. Parkinson of Equitable of New York as the final speaker—the Boston convention of the National Association of Life Underwriters—the largest one ever and easily the most enjoyable and enthusiastic one in several years—was brought to a strong finish at a morning session Friday.

Yesterday afternoon the conventioners had an exhilarating experience on the water. That four hour trip on a commodious ocean-going vessel around Boston harbor, with weather conditions ideal will be ranked as perhaps the best entertainment feature ever provided at a national convention.

W. M. Duff Presided

W. M. Duff of Pittsburgh, head of the Edward A. Woods Co., agency of Equitable of New York, and program chairman for the 1936 convention, was the presiding officer at the concluding session, and he was greeted enthusiastically as he took the platform, in appreciation of the job he had done.

In addition to President Parkinson, addresses were heard from Louis Behr, Equitable of New York, Chicago; Vice-President W. W. Jaeger, of Bankers Life of Iowa, who recently succeeded the late Frank H. Davis as head of the agency practices committee, and who gave the stirring message that he can always be counted upon to give; Vice-President George L. Hunt of New England Mutual, who got a warm response to the announcement of some of the plans for 1937 life insurance week, for which he is chairman; and Mrs. Roberta Campbell Lawson, head of the National Federation of Women's Clubs.

Resolutions Innocuous

The resolutions committee, John A. Witherspoon, Pacific Mutual, Nashville, chairman, kept decidedly on the safe side, offering only the customary memorials of appreciation to the hosts, etc. Many of the leaders now appear to regret the action that was taken Sunday by the trustees in adopting and releasing to the press the resolution referring to life insurance and a federal cabinet position in the same sentence. Apparently they want to have that forgotten as soon as possible and there was no thought of having

(CONTINUED ON PAGE 14)

His Seminar Made Tribute to Taggart

Cowley, Wyo., "Millionaire" Bombarded with Questions as to His Methods

SPARVER AND SEE SPEAK

Interesting Statistics Are Presented on Survey of Relation of "Apps" and Volume

The seminar session conducted by Grant Taggart of Cowley, Wyo., was supposed to be on the subject of "Volume Through Many Applications," but aside from the opening talks by Mr. Taggart, E. C. Sparver of Pittsburgh and Frank M. See of St. Louis, the subject was pretty nearly forgotten and the session was turned into a personal tribute to Mr. Taggart, in view of the marvelous record he has made, and a rapid-fire cross-examination from the floor as to his methods of operation, from every possible angle. There were between 500 and 600 in attendance at that session and the questions kept popping from every part of the room so rapidly that Mr. Taggart had difficulty at times in keeping up with them. In introducing his own talk on the subject of the seminar, he said that after he was assigned the subject, he endeavored to show that he practiced what he was preaching by going out and writing 45 cases in August for \$339,000.

Sparver Gives Home Office View

Mr. Sparver, who gave the home office viewpoint on the subject was introduced as a man who 26 years ago secured 26 applications in a day. He said that if success is not due to the number of applications, failure is usually due to too few of them. There are two factors in volume of business, the number of applications and their average size. Increasing either one increases the total.

He gave some interesting figures from a survey conducted in connection with this question, some of which do not bear out the commonly accepted ideas on the subject. Letters were sent out to 35 companies, asking for reports on the average production of the five leading agents of each company.

(CONTINUED ON PAGE 32)

Now Favor Recruiting Men at Younger Ages

Ideas Brought Out at Managers' Section Seminar Are Reviewed

Youth had its day at the Managers' Section Tuesday afternoon seminar led by Thomas G. Murrell, manager, New York City, Connecticut General Life. Even the most enthusiastic converts to the gospel of getting young men and making career life insurance men out of them failed to arouse dampening dissent among the other participants.

This acceptance of the idea of recruiting men under 30 and even in their early twenties is in direct contrast to the more or less established assumption that the ideal age at which to bring a man into the insurance selling business is somewhere above 30.

Started Before Age 30

The show of hands requested by Ralph G. Engelsman, Penn Mutual, New York City, indicated strikingly that nearly all those taking part in the seminar had come into the business at ages below 30. However, another show of hands showed that an even larger majority came into the business after having been in another job. Practically none had come into the business directly from school or college.

Much interest was indicated in the plan for getting young men which Francis O. Graf, Travelers, Boston, described. This consists of getting young men financed by their fathers just as the former are getting through college. Many doctors have sons recently graduated from college or about to be graduated and realize the difficulty of getting employment and the probable small pay their sons would receive. This situation makes them receptive to the idea of financing their sons to find out their potentialities as salesmen. Newspapers, professional directories, classified telephone books furnish the names.

Writes and Follows Up

Mr. Graf writes to each of these persons, suggesting that perhaps he has a son or a friend whom he might be interested in helping to success and

pointing out the gratification he would experience at being instrumental in such a young man's success. These letters must be followed up by personal calls or they are a waste of time, Mr. Graf warned. The recipients of the letters may later be good prospects for life insurance, but the selling of insurance should be definitely kept in the background while the recruiting end is being talked about.

The approach is that the father has invested many thousands of dollars over a period of some 16 years in his son's education, with no particular aim as to what the boy shall do. Now he is being asked to invest only about \$500 in further education which will amount to something in a practical way. The father will be well pleased if his son clears only \$800 or so his first year and furthermore is in a position to act as a center of influence in helping his son sell insurance.

Needs Little Money

The young man needs little money to finance himself, as he is living at home, Mr. Engelsman points out. Furthermore, he brings a youthful and unashamed spirit of enthusiasm into the agency, which is valuable, besides which the future of the business largely depends on the young men who are brought in.

Mr. Engelsman went on to say that since the first of the year he had been seeking young men solely, although not averse to putting on an older one if one should come along who looked good. He has found it to be the exception rather than the rule for a man from another line of business to succeed. He has taken on 15 new men under 30 since January 1 and 12 of them are still in the business. They will pay for \$1,000,000 by the end of the year, Mr. Engelsman predicted, despite their selling only small policies. At the same time, young men are much more susceptible to training than older men and need it more, he said.

Much of the feeling in favor of younger men appeared to be due to a much broader realization that new men must be financed unless an almost prohibitive amount of time and money are expended in seeking out men who are able to finance themselves. As

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How Women View Life Insurance

President of Women's Federation Recalls Change in Attitude in Generation

WORD ONCE WAS DREADED

Lesson of Comfort and Safety Has Now Been Learned by Many

By MRS. ROBERTA LAWSON
President General Federation of Women's Clubs

Being a pioneer of the old Indian Territory days, it is easy to view in retrospect the time when the word "insurance" was synonymous with death, undertakers, and shadows of darkness. It was a brave man, indeed, who ventured into this mystic business. He dared not bring the subject home to his family.

The masculine mind looking forward to the protection of his family was bound up with the tradition that man, and man alone, must be responsible for the present and future welfare of his women folk, and that it was not seemly for women to submit themselves to the necessary examination and apparent hardships for the delicate female to request insurance upon her life. Then it might have been not wanting to force a woman to tell her age!

If you will forgive a personal reference, well do I remember as a girl in my early teens my own father explaining an insurance policy which he had just secured. I shivered and ran cold, but the faith I had in that man made me know that was the sensible thing to do. Later a part of that policy came to me, and it is still a loving arm of protection which was stretched out many years ago.

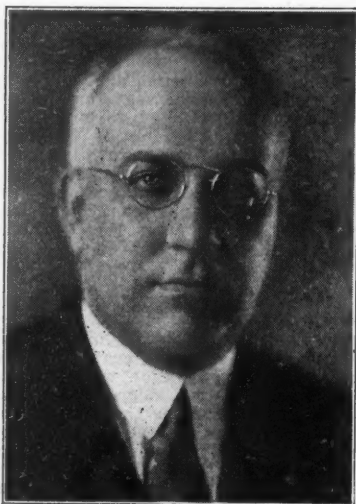
Alice Neilson's Advice

Out in our middle west, in Kansas City, Mo., to be exact, several years ago there was a beautiful singer, Alice Neilson, who in her after years, when she settled down to rather limited luxuries, was heard to admonish others of a like career to begin a program of saving and financial care.

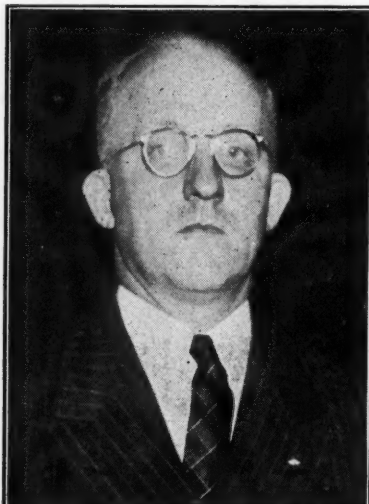
To quote from one who gives us a glimpse of her life: "I thought I would

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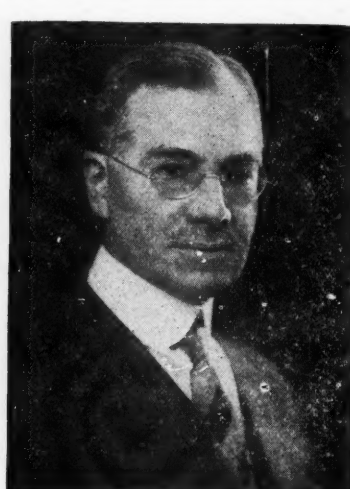
VICE-PRESIDENT, SECRETARY, TREASURER, MANAGER



O. SAM CUMMINGS, Dallas
Vice-President



PHILIP G. YOUNG, San Francisco
Secretary



R. L. JONES, New York
Treasurer



ROGER B. HULL, New York
Managing Director

Big Life Insurance Week Plans Listed

Special Effort Will Be Made to Carry Message to Women of Nation

Chairman of the 1937 Committee Tells of Important Results Obtained This Year

By GEORGE L. HUNT
Vice President, New England Mutual

I appreciate this opportunity to give you an expression of the attitude of this year's Life Insurance Week committee and to assure you that, as in the past, we are thinking along lines familiar to you.

The committee members who served so effectively under the able direction of Vice-president Whatley of the Aetna Life have agreed to serve again in 1937. Added to this group we will have the benefit of the counsel of Vice-president A. L. Dern of the Lincoln National, President W. T. Grant of the Business Men's Assurance, President O. J. Lacy of the California-Western States Life, H. M. Holderness, vice-president Connecticut Mutual Life, and John Marshall Holcombe, Jr., manager Life Insurance Sales Research Bureau, as ex-officio members.

Cyrus T. Steven, advertising manager Phoenix Mutual, has agreed to take the chairmanship of our publicity committee, and C. V. Pickering, manager life publicity department Aetna Life, who so splendidly handled this year's publicity, will serve with him. Other members of this committee will be announced later.

Auxiliary Women's Committee

The part that women play in the economic life of our country has become increasingly evident in the past decade. Eighty per cent of the life insurance owned in America names a woman as beneficiary. Sixty-five per cent of the savings bank deposits are owned by women, and practically half of the securities of America's major industries stand in the names of women owners.

In 1915, women policyholders totaled 3 per cent of the lives insured. Today the new life insurance being written on women represents 15 per cent of the total. Life insurance purchases by women are four times greater than in pre-war years.

Therefore, in recognition of woman's interest in more than 85 billions of outstanding life insurance, her increasing commitments in industry, her growing deposits in savings banks, and her increasing ownership of personal insurance, we have asked Miss Sophia Bliven of the Penn Mutual to take the chairmanship of an auxiliary women's publicity committee to work with Mr. Steven and his associates.

This is not an indication that the committee contemplates entering a new field of activity in 1937. We shall work along the same general lines as in former years, but our efforts and expenditures will be so directed as to carry the story of life insurance to every thinking person whom we can reach.

This story should certainly be told as clearly and as forcefully to the women of America as to the men. Especially should women have a clear picture of the value to their families of the life insurance now being paid for, and sometimes at a sacrifice, that the independence of their families may at all times be maintained.

Life Insurance Week is a highly organized and efficient effort to create

a wider appreciation of the merits of life insurance by the whole American public. This effort takes the form principally of newspaper advertisements in all the leading journals of the nation. During a period of one week the national attention is directed to this subject through the presentation of important features of life insurance service, the presentation being made by highly competent experts. The advertising agency of Young & Rubicam represented our committee in 1936 and their work was so outstanding that they have again been retained for 1937.

In this next year's campaign what should be your personal reaction to the promotional activity? That is to say, how should you as an agent, actively engaged in selling life insurance, personally capitalize the messages of these well-devised advertisements? The answer depends wholly on your own feelings.

This is another fundamental of Life Insurance Week. Thousands of men look on the interest that the advertisements arouse as the very best time in the whole year to reapproach many prospects who have proved obdurate, and to open up new prospects through the lever of fresh appeal of the publicity. Other agents take the view that making the advertisements mere door-

knob turners is to lower their dignity and effectiveness, and frequently to create irritation.

Caution on Sales Drives

In a word, no one can tell how you can best tie in your individual work with the advertised messages. Nevertheless, there seems to be some feeling that organized selling drives by agencies should be conducted with much circumspection, not to say caution, in order to avoid creating unfortunate responses that might develop into definite antagonisms.

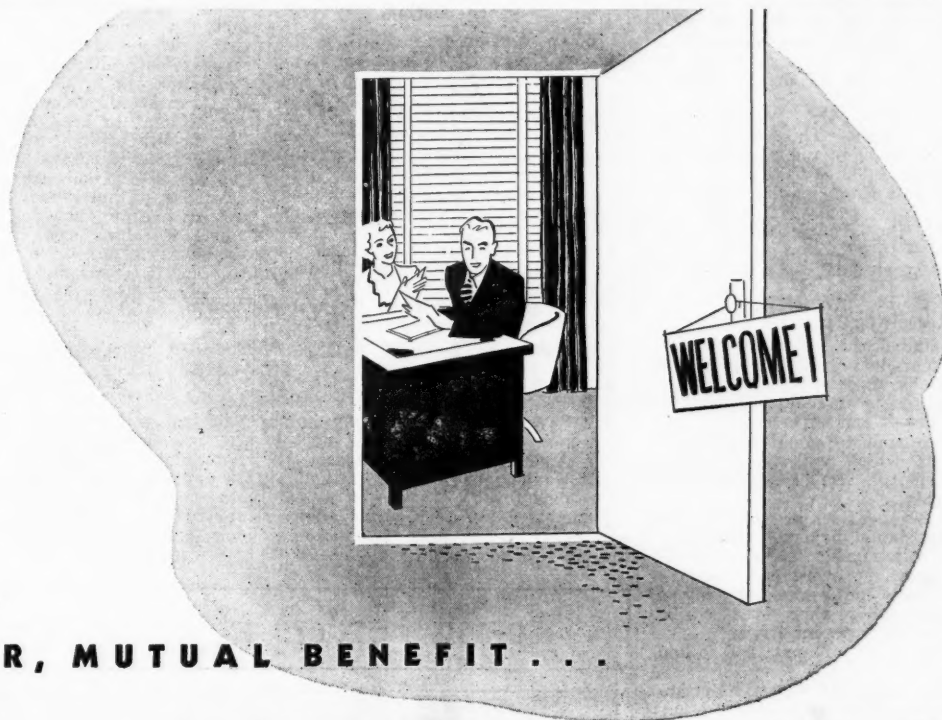
However, do not overlook the tremendous advantage to you, as an agent, of the cumulative effect of the advertisements. Irrespective of sales that may be made during Life Insurance Week, these advertisements and the editorials and general publicity which precede, accompany and follow Life Insurance Week will be real prospect-builders. They will start trains of thought that will not soon fade.

We have made a life-net in which to catch those who fall in practically every form of financial accident to which man is liable; we have adapted this thing called life insurance to almost every circumstance of life. We have built a safeguard which accompa-



GEORGE L. HUNT

nies us everywhere, and in every calling, and which remains firm and strong in every period—even the most troubled and the most depressed.



ENTER, MUTUAL BENEFIT . . .

• Through the doorway sits the prospect—and a problem. His wants, his ambitions, his life are his alone. No one in the world has a wife and children like HIS. Ask him.

He is an individual . . . and he needs an individual solution to his problem. That's where the Mutual Benefit man steps in—with the answer.

• The Mutual Benefit man can render a *personalized* service, "custom building" a life insurance estate to fit the life plans of each individual. He can draw on a vast resource of forms, plans and combinations, of settlement agreements to fit almost any situation. That's how flexible and adaptable Mutual Benefit contracts are.

• Back of the Mutual Benefit man stands a home office with a proved ability to cooperate in the drafting of even minute details of an individual life plan. Back of him also stands a record of stability and fair dealing—a record of sound protection and liberal treatment. The Mutual Benefit has always been more liberal than any insurance law required. Of its own volition the Mutual Benefit pioneered the Principle of Retroaction, which extends so far as possible all new benefits to old policies, making them in effect as modern as the newest.

• The Mutual Benefit story of *personalized service* and fair dealing is earning its men a welcome. The Mutual Benefit man speaks the prospect's language—the language of individualized service.

The
MUTUAL BENEFIT
LIFE INSURANCE COMPANY • NEWARK, N. J.

Woods Recruiting Plan Is Described

Problem of Getting New Men Is Declared Nearer Solution Than Ever Before

NECESSITY HELD EVIDENT

Systematic Selection on Definite Qualities and Characteristics Produces Results

By W. M. DUFF

Where and how to get new personnel; what training to give them; how to get them into production, and all that has been a problem for many years. We believe it is nearer a solution today than ever before.

If proof were needed as to the necessity of recruiting it would only be necessary to refer to a study which we made some years ago of 72 of our

W. M. Duff, head of the Edward A. Woods Co., Pittsburgh, gave this presentation Tuesday afternoon at the managers' section forum conducted by C. B. Metzger, also of the Woods Co.

able underwriters. This group produced as a whole in their best year a total of \$16,954,000.

In 1928 this group paid for \$8,925,000.

In 1934, the group paid for just \$2,546,000—15 per cent of the total that they produced just a few years earlier.

Recruiting Must Go On

If we had stood pat on these men, who in themselves formed a very large and profitable agency, look at the position we would be in today. Recruiting must go on—it can never stop.

We have come to some very definite conclusions which will be the basis upon which the Woods Company will now operate.

The question arises as to how much recruiting should be done, where and how. Is it advisable to have a half-starved agent at every cross road or should agents be appointed only at those places where there is a possibility of making a decent living?

I. What kind of material to look for.

A. Age: Generally speaking, those between 30 and 50 seem to be the most likely material. If an exception is to be made as to age it should be only after the most careful consideration.

College Graduates Preferred

B. Education: High school and grade school graduates have made and will make desirable material. Generally speaking, a grade school graduate should have been out of school 15 years, a high school graduate 10 years. However, by and large, better results should be obtained from college graduates of the right caliber. What we are really looking for are those who have been trained to think for themselves. This the grade school or high school man acquires after years of experience in business, assuming that he has had a degree of success either in business for himself or as an employee.

C. Business experience: The personal history blank will indicate business experience and should be carefully studied. No matter how favorable in appearance otherwise, an individual should not be considered if he has a record of repeated failures. Those out of jobs should be avoided, as well as those who have been in the same job for any great length of time.

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Marches Prospects Across Work Sheet to Dotted Line

By LOUIS BEHR
Equitable Life of N. Y., Chicago

How do I go about preparing to write an average case—say, an app a week?

Since entering the business six years ago, I have come to the conclusion that the more I know of a prospect, with respect to his financial set-up and his dependents, and the more I know about what I am going to tell that prospect before I see him, the easier it is going to be to turn the door knob and ultimately sell him.

For that reason I use the center of influence and chain method of prospecting.

My prospecting system, in a sense, is not a prospecting system but a method of determining with ease how successful one is in his prospecting by means of a center of influence or the chain methods. There is nothing original in my system. It is merely a bringing together of many simple things in a simple manner.

Peace of Mind

I often wondered, during my first four years, how it was possible to pay for \$100,000 per month and do it with peace of mind, without the worry and the constant indefiniteness and perplexity confronting me, or being faced with the question each month, "I wonder if I'll pay for \$100,000 this month? Gee! I'd better press Mr. Jones now and not wait if I want to pay for that \$100,000 this month."

I concluded, after four years, that even though I might sell a million dollars of business a year, if I had to do it by a constant year of painful worry, I would rather pay for \$750,000 of business with some degree of peace of mind.

I reduced my worrying by laying down the following rules for myself:

- (1) Save money so that my immediate livelihood would not be dependent on any one case.
- (2) Don't count a case until it is paid for.

I analyzed my four years of prospecting and I found it was impossible for me to discover, in a minute, what

was wrong during my non-productive months. As a result I evolved this simple tabulation of prospects by categorizing the points to which I had developed them.

Quota for Month

This chart is quite a bit larger than the prospecting sheet that I use. I have placed the quota for the month at the top and there is space at the bottom for the number of calls and interviews.

I attempt to place 75 names in the "general" list. These are names of people whom I have heard of or read of who are prospects for someone. Each month I make an attempt to have 40 new names of the 75, 35 being carried over from the preceding month. I then select 40 to 50 of these that are the easiest for me to contact, either by personal acquaintance, the center of influence or chain methods. I place these names in the selected column.

Of the 40 names in the "selected" column, I attempt to have 25 new names each month. I proceed to contact the "selected" prospects and if they are not definitely interested in my service I eliminate them. If they are interested I move their names to the "contacted" column.

I attempt to keep 25 names in the "contacted" column, 12 of which are new. Thus, if I have 25 names in the "contacted" column, 12 of whom are new, then I must have had 40 to 50 names in the "selected" list, 25 of whom are new. And, in order for me to have 40 names in the "selected" column, 25 of whom are new, I must have had 60 to 75 in the "general" column, 40 of which are new.

Business in Transit

I do not make a sale during the first interview. Therefore, while I am working on the "selected" prospect, due to some encouragement from the prospect, and until I definitely interest him in a life insurance policy or an annuity, that name remains in the "contacted" list. I eliminate those that are not interested and I carry over to the

(CONTINUED ON PAGE 25)

Supervisor's Job Leads to Way Up

Splendid Training, Experience and Opportunity in Working With Salesmen

CAN GO OUT FOR HIMSELF

Test of Executive Ability Before Assuming Financial Responsibilities of Management

By JULIAN S. MYRICK

Manager Mutual Life of New York
New York City

Next to the general agent and manager, the agency organizer or supervisor is the most important phase of an agency organization for it is he that assists the manager and general agent in securing prospective new agents, persuading them to come into the business, working with them to close cases

Julian S. Myrick, manager in New York City of the Mutual Life of New York, was the principal speaker at the first meeting of the supervisors' section. His agency's annual production is one of the largest in the country.

and to see that these agents grow from recruits to successful life insurance men who take a prominent and permanent place in the agency forces. The rewards for faithful work are obvious.

Some supervisors who have come into the position from either clerkship or personal production will find that they do not qualify and either leave the work or go back to personal production. It has always been my belief that a good personal producer is much better off and happier than being either a supervisor or general agent or manager unless he has the qualities of leadership and organizing ability which these positions require. Then also the supervisor in assisting the general agent or manager gains

(CONTINUED ON PAGE 18)

Women Leaders at Boston Convention Exchange Views



Head table group at Women's Quarter Million Dollar Round Table luncheon Tuesday: Mrs. Helen B. Freeman, Connecticut General, Pittsfield, Mass.; Helen Rockwell, Cleveland; Clara Woodruff, Northwestern Mutual, Portland, Ore.; Sara Frances Jones, Equitable Life of New York, Chicago; Corinne Loomis, John Hancock, Boston, chairman; Bessie Dixon, Chicago; Gertrude H. Leidy, Penn Mutual, Philadelphia; Anna L. Wiswell, Penn Mutual, Philadelphia; Caroline E. Owens, Penn Mutual, Parkersburg, W. Va.

"Protection Corner"

welcomes you to Boston

Visit Our Office and See
Our Window Display.

Originators of Life Insurance
Window Displays.

Moore & Summers, General Agents

NEW ENGLAND MUTUAL LIFE INSURANCE COMPANY

97 MILK STREET, BOSTON

GREETINGS TO N. A. L. U.

The Institution of Life Insurance looks back upon many outstanding accomplishments, among them the work of the N. A. L. U. To this organization that has promoted the best interests of the business, we extend felicitations.

Past years have demonstrated the soundness, the value, the Service of Life Insurance.

In keeping with the best in Life Insurance, stands the record of the INDIANAPOLIS LIFE INSURANCE COMPANY, a Mutual Legal Reserve Company.

It now looks back upon thirty-one years of progress and of strict adherence to the original principles of "Furnishing Life Insurance at the lowest cost consistent with safety" and "KEEPING QUALITY, SERVICE and SAFETY FIRST."

REMARKABLE RECORD DURING DEPRESSION YEARS

From December 31, 1929 to December 31, 1935

ASSETS INCREASED64.5%

SURPLUS INCREASED86 %

and in addition, the Company paid \$9,889,063 to Policyholders and Beneficiaries during these years.

1936

ASSETS are now the LARGEST IN COMPANY'S HISTORY, and exceed \$17,800,000.00

INSURANCE IN FORCE INCREASED \$2,274,946.00

from Jan. 1, 1936 to Aug. 31, 1936,

making Total Insurance in Force \$98,031,207.00

LOOKING AHEAD

In keeping with the great opportunities for the business of Life Insurance now and in the future, the Indianapolis Life, with its complete kit of policies and sales tools, its methods of field training and assistance, and its constant aim of "QUALITY, Service and Safety First" looks forward to an ever increasing sphere of sound growth, USEFULNESS and SERVICE.

INDIANAPOLIS LIFE INSURANCE COMPANY

Indianapolis, Ind.

EDWARD B. RAUB, President

A. H. KAHLER, Supt. of Agents

Agency Opportunities in sections of the following States: Indiana, Illinois, Ohio, Texas, Iowa, Michigan, Minnesota, North Carolina, California and Florida.

DOUBLE INSURANCE TO AGE 60

An Ordinary Life Policy which provides for DOUBLE the principal sum insured if death occurs before age 60—for the principal sum insured after age 60.

Issued at ages 10 to 50,
\$30.43 per \$1000 at age 35.

Premium Waiver, Disability Income, and Double Indemnity are optional additions.

A Policy Worth Knowing About

Details upon Inquiry

No Obligation

ROLLIN YOUNG
Agency Vice Pres.

THE
FRANKLIN
LIFE INSURANCE COMPANY

SPRINGFIELD, ILLINOIS

EST.



1884

Carry on Many Activities in 1936, Schriver Reports

Highlights of the manifold nationwide activities of the National association during the last year were presented by President Lester O. Schriver in his annual report. These took up finances and membership, development of the women agents' division, business standards, the vast amount of work on the convention program and arrangements, education in life insurance, co-operation with trust officers and attorneys, national public safety work, law and legislation and agency practices.

Finances are in most satisfactory condition, he said, surplus having increased about \$8,000 as of June 30. The policy of building an emergency reserve followed faithfully during the last eight years has served the association well in bringing it through the period of unusual financial stress with a comfortable margin for effective operation.

Women agents are becoming recognized as an increasingly important factor in the business through activities of the women's division, with Sara Frances Jones, Equitable of New York, Chicago, as chairman, and women agents of the country are appreciating more fully what the association movement means to them, he said. Much progress has been made in the study of business standards by the special committee headed by L. D. Fowler, leading to revision of the chart of ethics. A revised declaration of business principles for life agents is expected soon to be promulgated.

Educational Work Is Vital

The educational movement has gone far, tangible assistance having been

rendered local associations and especially smaller units in supplying program material and speakers through the educational committee headed by Holgar J. Johnson, general agent, Penn Mutual, Pittsburgh. The problem of life insurance education in secondary schools has been recognized and definite advancement made. The problem of cooperation with trust officers and attorneys has been wisely and constructively handled by Franklin W. Ganse and George E. Lackey, Mr. Schriver said. The national safety work has not only furthered a worthwhile crusade for public safety, but aligned local units with public service in their communities.

Most important has been the work of the law and legislation committee in which Past President T. M. Riehle, Equitable of New York, New York City, has given much time and energy negotiating with Treasury Department officials regarding the new Treasury regulations affecting life insurance, and on the Lonergan amendment which would have exempted from federal estate tax proceeds of life policies up to \$250,000 earmarked for payment of death duties.

It's Northwestern Anway

When Chairman Fred L. Cassidy introduced Michael J. Cleary as president of Northwestern University instead of the Northwestern Mutual Life, at the C. L. U. dinner Wednesday evening, his slip of the tongue put some merriment into the usually dry business of introducing a long list of celebrities.

Greetings

- - - from the NEW ENGLAND MANAGERS and GENERAL AGENTS of the **EQUITABLE LIFE ASSURANCE SOCIETY** to those attending the 47th Annual Convention of the **NATIONAL ASSOCIATION of LIFE UNDERWRITERS**.

★	★	★
William A. Downing 100 Milk Street Boston, Mass.	J. Edgar Knott 111 Westminster Street Providence, R. I.	Fred C. Rozelle 443 Congress Street Portland, Maine
★	★	★
Albert J. Farnsworth 100 Milk Street Boston, Mass.	C. W. Mercer 242 Orange Street New Haven, Conn.	Charles E. Townsend 100 Milk Street Boston, Mass.
★	★	★
J. D. E. Jones & Son 100 Milk Street Boston, Mass.	Clark L. Richards 44 Vernon Street Springfield, Mass.	Fitzhugh Traylor, C.L.U. 100 Milk Street Boston, Mass.
★	★	★

In these agencies are 159 members of the National Association of Life Underwriters and 11 officials of its local organizations.



NEEDS SEEN & FULFILLED

The year of the California Gold Rush found the more conservative citizens alive to the realization that true economic security is based on systematic provision for the future, not on speculative hopes.

Union Mutual Life Insurance Company was then, as now, offering its practical solution of the problem of future financial needs.

UNION MUTUAL LIFE INSURANCE COMPANY
PORTLAND, MAINE
SINCE 1848

Direct Mail Held Great Aid in Life Insurance Selling

Speaking at the women's session on "Direct Mail as a Sales Stimulation," Alice E. Roche, Provident Mutual, Philadelphia, characterized direct mail advertising as indispensable in selling life insurance.

The great problem today is to meet the outside competition for the consumer's dollar—from the electric refrigerator, the new car, the fur coat, cosmetics, recreations—all the utility and luxury appeals that are so invitingly presented in advertising of all kinds.

"We, too, must translate our product—our service—into terms of instinctive emotion and desire," Miss Roche declared. "In a word, we must dramatize life insurance."

Lists 14 Reasons Why

Her discussion of the use of direct mail in life insurance was taken up under the three headings of why, when and how. Under the "why" she listed 14 reasons:

1. It will enable me to increase the number of my contacts with greater facility and effectiveness than I can possibly do through any other sales aid.
2. It will enable me to increase to any degree I desire the number of those contacts without increasing proportionately my expenditure of time and energy.
3. It will permit of this increase in contacts and simultaneously create them on a more favorable basis than would otherwise be the case.
4. It will put hundreds of dollars a year into my pocket by saving my time and energy in telling my prospect three things—who I am, what I represent and why I am there—and it will frequently tell these things more effectively, pointedly and delicately than I could.

Will Save Prospect's Time

5. It will effect an appreciable saving of my prospect's time—a situation which will redound favorably to me.
6. It will permit me to be present—unobtrusively and yet impressively—at all times when my competitors call.
7. It will enable me to make frequent calls on prospects and policyholders without jeopardizing the delicacy of acquaintance, thus making for a build-up of good will and a retention of confidence.
8. It will help to improve the ratio of my interviews to calls, and my sales to interviews.
9. It will help me, as perhaps nothing else can, to create that coveted atmosphere of professionalism, which I as an underwriter, as a woman underwriter may I be permitted to say, must have if I am to survive and flourish.

Keeps Up Prospect List

10. It will enable me to keep as large a prospect list as I want, supplied regularly with vital messages in my prospect's interest, thus providing for me at all times an inexhaustible source of canvassing possibilities, with the total elimination of any "cold canvass."
11. It will contribute to the ease and facility with which I can convert prospects into policyholders, and once having effected that conversion, help me to retain those policyholders as clients—from the standpoint of both good will builders and repeat buyers.
12. It will give me a body of junior salesmen at work for me at all times—in my interest, able to tell my story as I want it told—to the group of prospects to whom I want it told—and as often as I want it told and—best of all

—those junior salesmen will cost me nothing.

13. It will enable me to approach as no other sales medium can the ideal in the qualification of a client—one who buys from me everything that he or she buys that I sell.

14. It will do whatever I want done in the matter of increasing my commission account.

Tossing Bouquets to

Charles C. Gilman: Because he worked tirelessly for years to bring the convention to Boston and undoubtedly because of his genial personality and broad acquaintance is measurably responsible for the presence of the convention in Boston this year.

Paul S. Burns: Boston's financial wizard, whose one-man committee balanced its budget by the unusual method of limiting its outgo to its income.

Fitzhugh Traylor: Chairman of the hotel reservations committee. The fact that only delegates and no complaints have been registered speaks for the success of Mr. Traylor's efforts.

George Paul Smith: Chairman of the convention session, who made the arrangements and carried them out so thoroughly for all meetings held during the week has done a really great job.

Manuel Camps, Jr.: Vice-general chairman and chairman of the attendance committee, who is largely responsible for the record breaking attendance at the convention. He worked diligently throughout the year and the results amply justify the time and effort he expended.

Harold P. Cooley: Chairman of the entertainment committee, arranged what is undoubtedly one of the finest and most complete entertainments ever offered to a national convention.

'Phone-Approach Expert Here

Miss Hermine R. Kuhn, who is widely known for her successful and consistent use of the telephone approach, is among the women agents attending the convention. Though petite in physique, Miss Kuhn is a formidable opponent on the tennis court and came here armed with two rackets.

Simon Suffers Twisted Knee

Leon Gilbert Simon was counting on getting in a few sets of his favorite sport, tennis, during his convention visit, but is handicapped by a badly wrenched knee which he suffered during a tennis game at the Equitable of New York Quarter Million club convention at Magnolia, Mass., which immediately preceded the Boston gathering. He at first thought it was a minor injury that could best be treated by continued exercise, so he kept on with his game, playing seven more sets. It turned out, however, that he had torn a ligament and he was forced to have the knee tightly bandaged.

Industrial Men Plentiful

An unusual number of industrial office superintendents and managers are in attendance. A New England regional meeting of Prudential superintendents took place Monday. John Hancock managers came in for a national company meeting. Metropolitan managers took an active part in seminar discussions.

Furnish Musical Welcome

Early arrivals at the general session Wednesday were "piped over the side" in somewhat nautical fashion by two young women accordionists who stood on either side of the entrance door.

Miss Le Saint Comes by Air

Miss Verena Le Saint of Palm Beach county, Florida, representing the Penn Mutual, flew to the convention. She is a leading producer in her state.

45 Years in Canada 30 Years in the United States

THE GREAT-WEST LIFE sends GREETINGS to the Boston Convention.

Forty-five years—the age of this Company—have witnessed numerous changes in the life insurance business, particularly in the field of selling. Many of these changes have been brought about through the instrumentality of the Life Underwriters and their Associations, with the backing and full sympathy of the companies.

We confidently believe that life insurance will continue to make progress during the next forty-five years, and that the Life Underwriters of this continent will be closely identified with this progress.

THE
GREAT-WEST LIFE
ASSURANCE COMPANY

HEAD OFFICE — WINNIPEG, CANADA

Business in Force—Over \$570,000,000

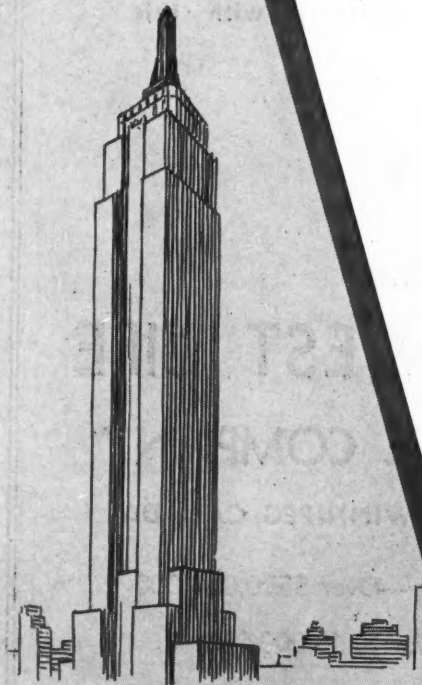
Assets—Over \$143,000,000

GREETINGS

To the National Association of Life Underwriters:

As the 47th annual convention of the National Association of Life Underwriters convenes in Boston, we **MANAGERS** and **GENERAL AGENTS of NEW YORK** greet those of our co-workers who are hosts to the sessions in Boston and the many more who are coming from all sections of the country.

This is an especially appropriate meeting place today as we turn the first century leaf of life insurance history, for just 100 years ago it was jointly in Boston and New York that the first steps were being taken in the organization of this great institution. May our second century see even greater accomplishments.



LUTHER
Aetna
KENDRICK
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JOHN

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57 W



LUTHER-KEFFER AGENCY
Aetna Life Insurance Company
 KENDRICK A. LUTHER—ROSCOE H. KEFFER
 GENERAL AGENTS
 100 William St.—51 E. 42nd St.
 NEW YORK

CLANCY D. CONNELL
Provident Mutual Life Insurance Company
 99 John St., New York
 BEekman 3-6131

OSBORNE BETHEA AGENCY
Penn Mutual Life Insurance Company
 50 Church Street
 New York

RIEHLE AGENCY EQUITABLE LIFE
Equitable Suite
 11th Floor, Pennsylvania Building
 225 West 34th St., New York, N. Y.
 Telephone: LAcawanna 4-4300

The
CHARLES B. KNIGHT AGENCY, Inc.
 GENERAL MANAGER
The Union Central Life Insurance Company
 225 Broadway, New York, N. Y.
 Walter E. Barton, Pres. Paul S. Ranck, Vice-Pres.-Treas.



CLIFFORD L. McMILLEN
 GENERAL AGENT

The
FRASER AGENCY
Connecticut Mutual Life Insurance Co.
 Hartford, Conn.
 JOHN M. FRASER, General Agent
 149 Broadway, New York
 Tel. BArcley 7-9300

The
JAMES ELTON BRAGG AGENCY
of
The Guardian Life Insurance Company of America
 50 Union Square

The
WILLIAM H. BEERS AGENCY
New England Mutual
 Empire State Bldg.—New York City
“Ideas Sell Life Insurance”

ULIAN S. MYRICK
 MANAGER
Mutual Life Insurance Company of New York
 57 William St.—“The Ives & Myrick Agency”
 Tel. JOhn 4-4800

Downtown Agency
The PRUDENTIAL INSURANCE COMPANY of AMERICA
 Gerald A. Eubank, Manager
 40th Floor—40 Wall Street
 New York

Leon Gilbert Simon
 Associate General Agent
MARTIN T. FORD AGENCY
Equitable Life Assurance Society
 225-241 West 34th Street
 New York

Agents' Complaints About Agency Heads Presented

Results of a field study of agents' "kicks" against their general agents and conclusions were presented at the managers' section meeting Tuesday by C. C. Robinson, editor of "The Insurance Salesman." From a study of many criticisms of managers and general agents secured by letter and personal interview—and in many instances checked to determine the critical agents' background, mental attitude, etc., Mr. Robinson counseled:

Some Conclusions Drawn

"Get rid of your misfits; they'll seldom leave you, but your good agents may."

"Give your men some voice in the management of your agency; give them the feeling that they are, with you, the owners of a going business. They'll stay with you longer—they'll work harder—and you may be surprised at the sound common sense behind some of the suggestions they'll spring."

"Remember that your men are individuals. Even when you find that they all make about the same mistakes, in the same dumb way—never let them know you know it. Remember how you felt when your dad wanted you to benefit from his experience?—and what you did about it? Make every man's case special—even though you knew the answer before he walked into the office."

Personal and Joint Sales

"Have a set policy about your personal business—and what you and your supervisors are going to do about joint business. It doesn't make much difference what the policy is—so long as it's fair and uniform—and you're sure your men understand it."

"It's important to help your men get a sound understanding of life insurance and its selling technique—but if education is as far as you're going in management, you won't keep your men after you've trained them."

"Teach your agents how to be men—important men—then, after you've taught them, work with them to make sure that they apply what they know."

"All of this means that you've got to be a cross between a bookkeeper, an astrologer, a mesmerist, a salesman, a father-confessor, a banker, an actuary,

Work of the New National Safety Committee Featured

Considerable prominence was given at the meeting of the national council Monday to the work done by the newly created national safety committee, headed by O. Sam Cummings of Dallas. Mr. Cummings, who admitted that he enjoyed pioneering in new fields, reviewed the activities of the committee and said that it was too early to tell how effective it had been, but urged that the work be continued under a special committee, so that it might be dropped at any time its continuance was no longer considered advisable, and said that the trustees had made such a recommendation to the incoming administration.

A large display extending clear across the room at the back had been prepared to show the committee's work. It included the special features mentioned, copies of all bulletins sent out and photostats of newspaper articles about the campaign aggregating more than 500 inches of space.

Subscribe during the convention to the most widely read life insurance weekly news journal, The National Underwriter. Copies in Parlor A.

a godfather and a business man. Then, in your spare time, you may have to sell enough life insurance to earn a living for yourself and your own family.

Presents Ticklish Problem

"This question of the general agent's personal business may or may not be important to you—but from our correspondence and conversations with agents, I'd say it's often a ticklish one to them. I doubt whether there is any single rule of procedure that will cover, but the kicks and praises I hear seem to stack up about like this:

"Most agents seem to have a little added respect for the general agent who writes personal business—and it's my guess that they'd rather work for him than for a general agent who doesn't sell—provided they're sure he isn't treading on their toes."

"I don't know how you feel about joint business—splitting commissions

with your agents, and so on. In the agency I've been talking about, both the general agent and his supervisor split with the older agents when they go out on a case—and, in some instances, with the newer men, too.

Most Agents for Joint Work

"I've talked with most of the men in that office about this practice—whether they thought it was worth while—whether they got their money's worth. With one exception, they're definitely for it—and that exception isn't at all sour; he simply says he doesn't work well with another man. Yet, it may surprise you to know that one of the recurring complaints we hear is this:

"When I go in to my general agent for advice on how to handle a prospect, the first thing I know he's sold me on making it a joint case—and declared himself for 50 per cent of whatever's in it."

"The words vary, to be sure. Sometimes it's the supervisor, instead of the general agent. But the tune's the same."

"Now you know, and I know, that good general agents don't do business that way. If they suggest going in on a case, it's because they have every reason to believe that the business will be lost if they don't. Yes—you know

it and I know it—but a lot of good agents don't believe it!

Lack of Testing Plans

"One complaint we hear rather frequently is that general agents don't pre-shrink the production ideas and plans they pass along to their men. Take organized sales talks, for example. A good, organized presentation of each of the more common services of life insurance ought to be one of the tools in every agent's kit. But a lot of agents don't seem to have the respect for the organized talk idea that they've got to have before they'll really use it. One pretty good agent told me: 'Too many sales recipes have been put on the market before they were kitchen-tested.'"

Laird Pays Brief Visit

Vice-President John M. Laird of the Connecticut General Life joined his colleagues from the home office for Tuesday's and Wednesday's convention sessions.

The most complete statistical book on life insurance is the Unique Manual Digest. See a copy at The National Underwriter exhibit in Parlor A.

1895

1936

41 YEARS
in the field of Life Insurance
Operating in 39 States and the District of Columbia



A Dependable Company

with

Assets\$100,000,000.00

Insurance in Force.....\$440,000,000.00



KANSAS CITY LIFE INSURANCE
C O M P A N Y

Home Office

KANSAS CITY, MISSOURI

J. B. REYNOLDS, President

C. N. SEARS, Secretary

*[We extend Greetings to the Members of the
N. A. L. U. assembled in your 47th Annual Convention]*

3rd Day

Essential to Have Power Behind Lead

Reference by Client Should Carry Some Feeling of Obligation to Prospect

MUST ANALYZE METHODS

When Agent Makes Call He Should Have Backing That Really Carries Some Weight

By PAUL C. SANBORN
General Agent Connecticut Mutual,
Boston

I am very much interested in what I call the power lead. I am particularly interested in selling the idea to the Million Dollar Round Table, because I have a feeling that the Million Dollar Round Table men in various offices have a tremendous influence on other agents.

We have heard a lot of talk about the life insurance agent being a pest. There isn't a man who could possibly

Trace its origin, once acquired. Whence came this strange influence which permits and provides results beyond expectations?

Keep your minds in two places for a moment. Straddle a figurative white and black horse as we go round the ring for some mental stunts.

First, or the white horse, what are our individual sales procedures today? What are our personal and individualistic formulas for the approach, the interview and the close, if any? What constitutes our pre-approach? What contributes our greatest sense of satisfaction sales-wise, and what provides the pleasing intimation of sales security, in the presence of a prospect?

Have you those answers fairly clear in your mind?

Now, second, or putting the mental foot on the black horse over there—and this is where the stunt becomes difficult, very difficult—go back to your first year in the business. In your first year in business, some of you sold your personal friends. I did. Some of you had a tough time of it. You had to do cold canvassing. Then you stepped along from \$100,000 to \$250,000 to \$500,000, to a million, two, three, five, six, or whatever the figure is. And all along, as we are making that progress, we are inclined not to

analyze the reasons for it. I believe that is an important thing.

Lead That Didn't Work

We have agents in our office who are constantly going out and apparently calling on marvelous prospects, people who have money and who need life insurance—and they just get nowhere with them. They don't seem to put it over. I will give you an example. We have a very excellent agent in our office who had never analyzed his own cases and his prospecting ability, who came in the other day and discussed with me a case that he had failed to close. He presented it beautifully. His reasons for having the man buy were very good.

We finally went back to the source. I said, "Where did you get this lead?" Well, it seemed that a client of his knew that man very well. As a matter of fact, he had done business with him, and the client sent him to see that prospect. But it turned out that the client was a leather manufacturer, a vice-president of a fairly large leather concern—and that client had sent the agent to the president of one of the largest shoe manufacturing concerns in New England.

Now, a lead of that kind is all cockeyed, unless the vice-president of that

leather firm had a tremendous influence with the president of the shoe manufacturing concern. The thing was just reversed. The way to get power behind a lead is not to have a leather manufacturer send you to a shoe manufacturer. It must be the opposite.

Women Agents Given Recognition

The growing importance of women in the life insurance business was shown more graphically than any statistics could have done when Alexander Patterson, chairman of the Wednesday general session, asked all the women agents in the audience to rise. They were greeted by applause from the rest of the audience.

200 Leis Distributed

Vice-President S. T. Whatley of the Aetna Life had 200 leis, or Hawaiian garlands, figuratively tossed in his lap as soon as he arrived. The hotel people didn't know quite what to do with them except that the Aetna Life was mentioned on the address. They proved to be destined for J. Vance Hoaglund, Aetna Life agent in Honolulu, having been sent by the Hawaiian Tourist Association.

This talk was given by Mr. Sanborn, who is also chairman of the general convention publicity committee before the Million Dollar Round Table.

write a million dollars of life insurance and have time to be a pest. Sometimes we don't know whether or not we are pests. It just doesn't occur to us. And I think that is one of the reasons why we are not pests.

"Door-Opening" Assets

Now, how many men in this room would like to be James Roosevelt? Not too fast, please. What I mean is, how many men in this room would like to have his "door-opening" assets? How many men would like to see the shackles broken on the sanctums of the mightiest corporation officials in the land by the mere mention of your dad's last name and your own inconsequential and perhaps omitted given name?

Wouldn't that be something to which, in greater or lesser degree, every capable producer would aspire? Think of it, gentlemen, for just a minute. Think of the rounded or perfected sales plan which such a sesame would give us all. You and I profess to know our business. It is a safe conclusion that we actually do. You and I contend that, once in the presence of a willing listener, we may conduct an orderly and expeditious solicitation which, given the obviously essential adjuncts to any sale, we can consummate with an ease that astounds the struggling youth and confounds the befuddled veteran.

Power Behind Solicitation

Behind every solicitation that I would make, if I were James Roosevelt, would be that certain something which, during one of my company's sales conferences, I labeled "power." "Power"—a very simple word with a mammoth significance; a very short word with an indefinite influence; an exceedingly colorful and intriguing word with many meanings—mechanical, physical, political, social, financial strength. A veritable avalanche of applications cascades down the imaginative recesses of the brain.

Power is also an ability to exercise discreetly a delegated authority. It is one of the easiest things to disregard once in our possession. And, paradoxically, it is one of the most difficult things to retain once attained.

Put your finger on power; put it in a bottle; put it in words, if you can.

\$32,000

New Business First 3 Weeks

The splendid success record of 3 agents who have just started selling life insurance.

In August, 1936, Edwin C. Besser, Jr., Gen. Agt., Lincoln National Life, at Chicago, hired three new men. He started them at once on the new R & R Sales Training Course. In the first three weeks, these men, all without any previous knowledge of life insurance, sold a total of \$32,000 of new business. The entire agency studied the Course, and during the month every man under contract was a producer.

R & R Sales Training Course Makes Successful Underwriters

The Sales Training Course helps new men succeed because it is specific in its directions for both field work and study. It takes the new man step by step through the fundamentals, and into the field in natural, easy stages. Each Study Unit is built upon the one preceding, and the whole plan of work and study dovetails, so that each day's work is to a purpose.

The old man it inspires with a new enthusiasm. It shows him how to plan, and how to reorganize his work for definite results. It helps him to get back to those first principles that are the basis of every underwriter's success.

The Course is so clearly laid out that it is ideally complete for the isolated agent, who can follow it through to big results, even without the direction of his manager.

Fall Study Clubs

The Course is wonderfully fitted for use in agency Study Clubs of old and new men. It is laid out in 25 definite Study Units, and normally is completed in three months. Scores of Clubs are already in operation, and managers are enthusiastic over results.

The Supervisor's Manual

The Manual is designed to make easy the direction of Study Clubs and the grading of the Study Unit questionnaires. Standard answers are given, together with a thorough discussion of the high points of each lesson. It completes the set-up for perfect use of the Course, whether singly or in groups.

For Earnest Agents

The Sales Training Course has the background of the experiences of 28,000 field men. It is built on the theory that every agent who takes it is interested in increasing his production, and is willing to study hard and to work for results. It is definite from beginning to end.

The Course has been published but two months, and already the second printing is under way. It is filling the need for a real course that is complete from the standpoint of the agent in the field, the manager and the company. See it at the display booth. If not at the Convention, send for descriptive folders and full information.

Display Booth Parlor A Hotel Statler

See the R & R Sales Training Course at the complete R & R Exhibit. The Display is open from 8 A.M. to 6 P.M., and is in charge of Lowell L. Holmes, CLU, of the Service Department, and Theodore Walliser of the Field Sales Division. Evening appointments made with those interested.

The Insurance R & R Service

"22 Years Cooperating with Life Insurance"

Indianapolis, Indiana

N. B. Maddox Gives Tips on Boosting Association Rolls

N. Baxter Maddox, Atlanta general agent Connecticut Mutual Life and president Atlanta association, who led the discussion on "Membership," at the conference on local association problems Monday afternoon, was in position to speak with authority, as his association has increased its paid membership from 100 to 320 this year. He outlined some of the things that proved effective there.

One of the first decisions was to make a definite drive to bring in industrial agents, and consider anyone eligible who carried a rate book for a legal reserve life company. Then a definite goal was set for 300 paid members. In order to have something definite to sell, a small coupon membership book was adopted, the printing of which was paid for by the clearing house banks in return for the back page advertisement. It showed the advantages and benefits of membership and also a definite program for every

month, including a free luncheon, "early bird" breakfast, sales congresses, barbecue and golf tournament. It was decided not to allow any non-members or members not in good standing to attend the meetings, which it was found helped to create interest.

The biggest job was to sell the general agents and managers. They were invited to be the guests of the association at a dinner at which the objectives for the year were presented. This presentation was successful in securing a promise of 100 per cent cooperation.

Each member of the membership committee was made responsible for certain agencies, securing a list of representatives from the manager or general agent and with his cooperation seeing each one individually. Use of the partial payment plan for dues, with the approval and guaranty of the general agent or manager, proved of material assistance. Mr. Maddox endorsed the package sales idea, together with the use of organized sales talks, supplemented by use of visual material.

Mr. Maddox summarized his conclusions in acrostic form, as follows:

Must have something definite to sell.
Every general agent and manager must cooperate.

Meetings held for members only are advantageous.

Booklets, pamphlets, and 100 per cent certificates given by National association should be used.

Encourage fellowship and interest through sales clinics, advertising, social meetings, etc.

Regular attendance at meetings must be encouraged with good, interesting programs definitely planned for the entire year.

Stimulate member interest throughout the year by association activity in civic or community drives and publicity in local press.

Have on membership committee the most active and influential workers in the association.

Insist on members always talking up national, state, and local association activities and the advisability of being associated with them as compared to a lawyer and his local bar association, or a doctor, architect, accountant, etc., attempting to do business without being a member of his particular association.

Permit a breakdown in annual dues by a deduction authorization approved by general agents and managers.

Parkinson Final Speaker at Meet

(CONTINUED FROM PAGE 3)

that memorial brought in for action by the convention. Neither was the resolution that was adopted by the national council Monday on inflation, submitted.

The election of officers was a formality, but the business of changing administrations is always an occasion for sentiment. This year the gavel is kept in Illinois, going from Lester O. Schriver of Peoria to A. E. Patterson of Chicago. This will be a year to watch in the National association. Mr. Patterson believes in never doing a thing in a routine or customary way if a more colorful method can be devised.

Answering the question, "Are women insurance-minded?" Mrs. Roberta Campbell Lawson, president General Federation of Women's Clubs, stated without hesitation that they are, but added that their attitude toward the subject varies in some respects from that of the masculine mind and explained their viewpoint, stressing the average woman's desire for insurance against the hazards of living and against dependence in old age. She gave some figures to show the importance of women in business generally, and hence as a field for life insurance solicitation.

Mr. Hunt told some of the plans that have been decided upon for 1937 life insurance week and gave suggestions as to how the agent should take advantage of that period. Particular attention will be paid to the woman angle, he said.

Jaeger Quotes Predecessor

Mr. Jaeger outlined the plans of the committee on agency practices of the Life Agency Officers Association. Stressing the desirability and reasonableness of eliminating part-time agents in urban centers and unfit agents generally, he quoted from the address given by Mr. Davis at last year's National association convention. Mr. Davis was the original chairman of the agency practices committee and held that office until his death.

He quoted from past speeches of other members of the committee. Mr. Jaeger has been on the committee since its inception and has been active in pushing the cause of higher standards in agency selection.

Behr on Prospecting

Louis Behr, assistant agency manager of the Equitable Life of New York in Chicago, gave a recitation of his unusual prospecting system, which he credits with keeping him in the million dollar production class. He divides his prospects into various classes—general, selected, contacted, in transit, and to deliver. He has developed the various numerical relationships that should exist between these various columns in order to assure him of his production quota. He ended his address by reciting a sample sales talk that he uses. He prefaced his paper with a story of high adventure in life insurance selling that included trips to New York and Florida to sign up a multi-millionaire. Although the adventure ended in failure and disappointment, Mr. Behr said it was a valuable experience because whatever disappointment he might suffer in the future would be small in comparison.

Worried by Alberta Legislation

Some of the representatives of Canadian companies in attendance at the convention expressed considerable concern over the legislation which has been put into effect by the "reform" administration in the province of Alberta, abolishing interest on loans, retroactive to 1932. All sums paid since that time are to be applied to the principal. Companies having any considerable volume of mortgage loans in that province are likely to be rather hard hit.

CHECK!

- ✓ **Why boast about attractive agency contracts?**
Every successful, alert company has them.
- ✓ **Why ballyhoo over a collection of unique policies?**
Every aggressive, properly equipped company has them.
- ✓ **Why brag about up-to-date sales plans and material?**
Every efficiently managed company has them.

—Then wherein lies the difference between companies?

It lies in Character, Personality and Ideals!

- YOU** want a company that recognizes you as an important factor in its organization.
- YOU** want to feel that you are a respected, personally-known member of a live and pulsating human force—not a number in a machine.
- YOU** want a warm spirit of friendliness and good-fellowship throughout the organization of which you are a part.
- YOU** want, in a word, to be a man among men and enjoy individuality and life—not to be allowed to feel small, unrecognized, ignored.

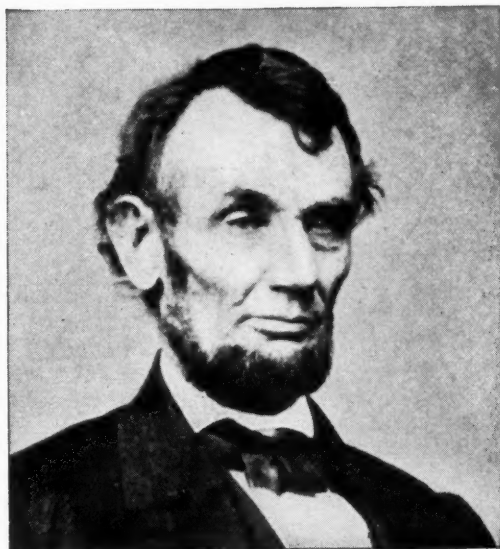
Why not give a thought to the

AMERICAN CENTRAL LIFE INSURANCE COMPANY

Established 1899

Indianapolis

"GUARANTEED BENEFITS — GUARANTEED LOW COST"



An Income Plan For the *Average* Prospect

Here is a modern, economical form of life insurance that presents vividly the advantages of a monthly income—*The Salary Continuance Plan*. It provides:

For the Insured: A knowledge of a certain monthly income for his family if he dies; peace of mind; and a certain monthly income for himself if he lives.

For the Beneficiary: Assurance of money every month during the readjustment period following the death of the family bread-winner; the comfort of an adjustment fund that cannot be dissipated.

For the LNL Representative: A salable idea with a wide popular appeal, backed by a simple, definite, understandable sales kit. The Salary Continuance Plan is within the financial reach of almost every prospect.

THE LINCOLN NATIONAL LIFE INSURANCE COMPANY

FORT WAYNE, INDIANA

Its Name Indicates Its Character

These NEW ENGLANDERS WELCOME YOU

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Northwestern Mutual Life
Insurance Company

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Berkshire Life
Insurance Company

PAUL S. BURNS
Mutual Life Insurance Com-
pany of N. Y.

TRESSLER CALLIHAN
Home Life Insurance
Company

D. A. CAMERON
Sun Life Assurance
Company

MANUEL CAMPS
Penn Mutual Life Insur-
ance Company

JOSHUA B. CLARK
State Mutual Life Assur-
ance Company

PAUL F. CLARK
John Hancock Mutual Life
Insurance Company

Winthrop A. Clarke
Acacia Mutual Life Insur-
ance Company

F. E. DeGROAT
Mutual Benefit Life Insur-
ance Company

KENNETH ELDREDGE
Massachusetts Mutual Life
Insurance Company

F. WILLIS FAIR
Prudential Life Insurance
Company

CLYDE GAY
Aetna Life Insurance
Company

M. F. KANE
Prudential Insurance
Company

LEONARD MORDECAI
Equitable Life Insurance
Company of Iowa

T. C. POND
Home Life Insurance
Company

Express their gratification that Boston was not only privileged to be the host for the 47th Annual Convention of the National Association of Life Underwriters. For those who are in attendance at Boston and for those who dis-

Managers and General Agents

MYOU and...

on want come, we take pleasure in helping to
 with make possible the special Daily Editions of
 The National Underwriter, providing for all
 are us a quick and careful record of con-
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 Phoenix Mutual Life Insur-
 ance Company

Wallace N. Watson
 Connecticut Mutual Life
 Insurance Company

WARREN H. PREBLE
 Home Life Insurance
 Company

JAS. M. WOODHOUSE
 Union Central Life Insur-
 ance Company

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 Insurance Company

RUTLAND, VT.

C. A. BARLOW
 Phoenix Mutual Life In-
 surance Company

Supervisor's Job Leads to Way Up

(CONTINUED FROM PAGE 6)

valuable knowledge and experience and is able to work his way up without incurring the financial obligations and responsibilities which fall upon the shoulders of the head of the agency. In the meantime, if he is conscientious, works hard and makes good he is placing himself in a position where he can assume those responsibilities.

Need for Study

Then there is the supervisor who attempts the work and who is content to go along in his daily routine without thought of study or keeping up to date with new ideas to improve himself so that he may be better able to grasp the hand of opportunity as it will come to him in later years if he has made good.

One of the great things about our business as it is conducted and organized is that all the people who have the opportunity of supervising the field of life insurance whether they be general agents, managers or supervisors seem to get greater satisfaction in having the confidence and respect of their fellow life underwriters, general agents, managers or supervisors than the mere motive of making a profit. Of course it is necessary to make a profit in all business enterprise and service and work well done will generally be succeeded by the necessary profits, but there can be no gainsaying the satisfaction that a supervisor can receive in taking a new agent, working with him through all the different stages and seeing him come out a successful man who is a credit to his family and his business. The satisfaction of creating a good staff of personal producers and working with them is one of the finest things that we have to accomplish in our business.

Depends on Cooperation

Back of all this you supervisors will realize that the manager and general agent must depend upon the cooperative efforts of his supervisors in order to run his agency on the highest plane of efficiency and to secure and train new agents as well as supervise and assist the older agents. It is, therefore, necessary that the general agent and manager have complete confidence in the integrity and loyalty of his supervisors, so I say to you that in order to properly cooperate with your general agent and manager it is necessary for you not only to do the routine work which may fall upon you but to study and train yourself so that you are ready to increase your influence if the opportunity presents itself.

There are several ways in which this can be accomplished: by keeping yourself up to date through the various publications as to new ideas and methods; by studying to take the examinations of the American College of Life Underwriters on agency management and by attending the various schools that are organized throughout the country by the Life Insurance Sales Research Bureau. In other words, the door is always open for those people who will seek to improve themselves and have the character and personality to use it after they have obtained this added knowledge.

Two Classes of Supervisors

There are two fundamental classes of supervisors: The supervisor or agency organizer who has to do with assisting the manager or general agent in securing and training a full-time organization, assisting at agency meetings and in the management of agencies and by the character and reputation he builds up in doing this type of work he will progress to a larger future.

The records of many companies will show that some supervisors have been

Canadian Delegation



Left to right: James Simpson, head office, Sun Life; Eric Chown, Mutual Life of Canada, Halifax; Bennett Berwick, head office, Manufacturers Life; L. W. Dunstall, Toronto, executive secretary, Dominion Life Underwriters Association; J. E. Matthews, Brandon, Man., president, Dominion association; Donald Machum, Manufacturers Life, Detroit.

promoted to become either general agents or managers when a vacancy occurs or they have been promoted to other positions of trust and greater responsibility and yet to others has come an invitation to take over agency vacancies with other companies or organizations.

Brokerage Solicitors Group

The second division has to do with the supervisor whose principal duty is the securing of life insurance from men who are in the general insurance business. In this particular field I have pretty definite opinions and have had some experience.

Our office, I think, was among the first to send out supervisors to solicit life insurance from among men in the general insurance business and we have always been very proud of the supervisors who have been associated with us for some of those who have graduated have become officers of leading life insurance companies as well as general agents and managers of other companies.

Working With General Brokers

It has been our experience that the general insurance men with whom we have dealt have usually been men of the highest character, having an established clientele who have confidence in them and intrust their insurance affairs to them to be properly handled; that it is a confidential and continuous relationship which requires financial responsibility on the part of the agent and the ability to maintain a satisfactory office staff to render the necessary service which such a clientele demands.

We have always found that these agents are most honest and dependable and that their main idea is the service and protection of their clients. They are licensed by the state and are responsible to the state for the proper protection and service which they are required to render to their clients, so that there is but a small percentage who do not do what is required and are visited with summary punishment.

Teaching Agents Life Insurance

Many years ago we conceived the idea of teaching these agents life insurance by personal contact through our supervisors and classes for instruction which were held on an average of three or four times a year. The contact and service which we have rendered to these agents has been systematic, continuous and has produced a fine business. Both the business and personal relationship have generally

been very pleasant and profitable to both parties.

Our supervisors will go out upon a definite appointment made by an agent and either assist in closing the business or close the business entirely without any division of commission. He is also expected, by degrees, to train the agents or representatives so that they in turn can make their own presentations and do their own closing and it only becomes necessary for the supervisor to go out on exceptional or difficult cases.

Establish Life Departments

We also urge agents to establish life departments where they will have a well trained and qualified life insurance man at the head of the department to give their clients the necessary life insurance service.

There are many firms which do not have a large enough clientele to keep a life insurance man busy continuously so some of them use one of our full-time men to handle all of their life insurance business on a commission division basis. In this relationship the life insurance man has to be particularly honorable otherwise the combination does not work.

Business Is of Good Quality

The type and character of the business we obtain through these sources is very good. There is no high pressure business. The general insurance man is very zealous to see that his client is not over-sold or forced into buying anything that does not fit his needs.

Our supervisors also use the general insurance agent as means to obtain men for the full-time staff as well as sometimes persuading them that they can make a better living by becoming full-time life insurance representatives instead of devoting their time to all branches of the insurance business.

One supervisor of another company whom I know has obtained 12 full-time agents for his office this year from his connection with general insurance agents.

No Trouble with Twisting

There has been some comment that the business secured from general insurance agents is not good business for the companies to take. To this theory I cannot subscribe. When one realizes that the multiple line companies take life insurance business from the general insurance agents who do business with their other departments as well as their full-time staff that seems to be almost the complete answer. In all probability the bad ex-

How Women View Life Insurance

(CONTINUED FROM PAGE 4)

be always young and happy and a favorite of the gods. I spent with my hands. I gave without thought or stint. I never looked ahead. I was hypnotized by my own joy and glamour." She further advised her friend: "Tell young girls for me to remember reality. Dreams are beautiful and romance is sweet. When success comes easily, as it did with me, one doesn't think enough about failure." Thus we see that in the lives of those even most successful, there comes that rainy day period.

It was not until the economic and social problems became so entangled that women were forced to enter into the field of business activity and really began turning their thoughts towards insurance, and insurance companies began working out a program for indemnity against illness and accident that would meet the changing period. Today we find the women of our country absolutely insurance-minded, many being in the field of insurance activity themselves.

Women's Part in Business

It has been said: "Approximately 30 per cent of the incomes reported to the federal government in 1928 was received by women, and of the capital stock of American corporations women owned about \$20,213,873,676. Furthermore, probably 65 per cent of the personal beneficiaries of estates left in trust are women, as are 48 per cent of the persons bequeathing sufficient property to be affected by the inheritance tax laws of five states."

These figures give an idea of the extent of women's share in the nation's wealth, and it would be inconceivable to think that with this rise of women to a position of comparative economic independence, there has not gone hand in hand with it a sincere desire to be able to spend and invest wisely.

Wealth Education Needed

As you already know, we have in the General Federation of Women's Clubs a division of family finance and insurance, of which Miss Sophia Bliven of Philadelphia is chairman. Right here I should like to pay a tribute to the cooperative spirit and rare ability shown by Miss Bliven. I am sure that

perience of some companies comes from so-called life insurance agents who are not actually full-time men with any particular company but who place their business where they choose. In my experience it is seldom that a general insurance man does any twisting whatsoever. The business that comes to us from general insurance agents has been sold on a permanent basis which results in a good persistency of the business as well as a favorable mortality.

It is unethical for any general agent or supervisor to try to persuade or induce a whole-time agent to change from one company to another. On the other hand, it is not unethical, nor should it be, for a supervisor to try to obtain life insurance and the good will of a general insurance agent for his office. It is open field and the competition for this class of business is very keen. As a result the agents are becoming better and better informed about the life insurance business and the comparisons of the various companies and offices.

The questions and answers booklet of the Diamond Life Bulletins on the federal tax laws is at The National Underwriter exhibit in Parlor A.

view

Insurance

PAGE 4)

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that other wonderful woman, Miss Alice Lakey, who did so much to assure insurance an important place in the program of the General Federation, is happy in the knowledge that her mantle has fallen on Miss Bliven.

Miss Bliven says: "In the last analysis, responsibility for social security and prosperity rests, not with the government but with the individual. . . . Our club women can render a patriotic service by urging school authorities everywhere to introduce money management training into their local schools. . . . Wealth education, like health education, should become a

requirement in every educational institution in the land. It should begin in the kindergarten and be required for a high school diploma and for a college degree. Likewise it should be taken up as an object of study by club women and adult education groups everywhere, and should gradually become a requirement for eligibility for public office that entails the handling of public funds."

Have Neglected Duty

If we have a financially secure citizenry, we will have a peaceful and happy nation gathered around our own

hearthstones. If the exchequer is so arranged that education for the children is provided for and proper security against infirmities of old age is assured, one can more efficiently meet the problems of life, serve his nation and humanity.

Right now we hear much about saving America. Saving America from what? We might say, "Ourselves." Personally I feel that as a whole we fortunate American citizens have neglected our duty somewhere in the past, else we would not be so harassed today. The soul of America can only be preserved and carried on in the future

through the individual responsibility and honest desire of each of us to keep our country well grounded on the foundation so wonderfully built and planned by our forefathers.

A renewed spiritual vision of citizenship responsibility, of humane treatment towards humanity, and a profound reverence for the God of all who placed this nation above all others are sadly needed. And shame upon us if we neglect so great a privilege as that of protecting through sane, sensible God-fearing lives our sacred American home and our own United States.

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Franklin 7575

Use of Income Options Means More Sales This Year

By C. VIVIAN ANDERSON
Provident Mutual, Cincinnati

It is the fundamental things that we use in every day selling, whether we realize it or not, that put it across.

The last three or four years people have become more income-minded than ever before. You may not realize it, you may be thinking in terms of taxation and business insurance, but the net result is that for the next few years, and probably from now on, you are going to really sell more insurance on a basis of income than you ever did before, because the people understand

This talk by Mr. Anderson, a former president of the National association, was given at the meeting of the Million Dollar Round Table.

income. They lost their money in the stock market, they lost their salaries, they lost about everything they had, and then they realized that what they needed was something that was sound and safe, and something that would give them, or yield them, a continuous income. So, to my mind, it is very easy to arouse the attention of a group or a man by talking about income because they understand what it is all about.

To my mind, the first principle of a sale in any line, and especially in our line, is to make a man realize that what he has is inadequate. Just stop and think of that for a moment with me. If a man realizes that the amount of insurance he carries is not going to do the job, he is a prospect, and a good prospect for the buying of new insurance. I don't mean busting into a man and upsetting what he has got or what somebody else has worked out as a program for him, but to start from where he is now and develop the idea that his insurance is inadequate.

Specific Case Cited

I believe that you can do this in translating his present insurance into income better than under any other method. Although I am very keen for taxation as a method of producing large amounts of business, and use it considerably, I find you get the man's attention quicker in talking about his income and what it is going to produce for his family.

I had a case some years ago that shows the use of that principle. I dropped in to see a policyholder of mine who had a \$10,000 contract, and I said, "Scott, I want to apologize for the poor way in which I have left your insurance."

"Well," he said, "I don't know what you mean, but to me it seems like it is in pretty good shape."

I said: "The fact of the matter is that it isn't, and what I have done is to almost neglect you and allow somebody to go unprotected, as you can easily see if you just follow me through."

Will Think of It As Income

"For instance, when you die, your wife is going to think of this \$10,000 as though it were income, and she is going to spend it almost immediately. Now, the thing we ought to do on this, Scott, is to arrange to pay her an \$80 a month check."

"Why," he said, "don't be silly, Andy. My wife can't get along on \$80 a month."

Well, I am not quite so dumb as that. I appreciated that she couldn't get along on \$80 a month, but I wanted

to get Scott to say she couldn't get along on \$80 a month.

I said: "This \$80 will run for 13 years and some months, using the principal and interest option."

"Well," he said, "that is out, so there is no use talking about it."

"Well, what could your wife get along on? Could she possibly squeak through on \$100 a month?"

"Yes, no doubt she might be able to do that."

I said: "Well, we can hand her that for ten years and four months. Now, the objection, Scott, as I see it, to that is that at 45 she is going to be through, assuming that you die now."

He said, "For Lord's sake, I can't afford to fix insurance on an income basis and give my wife \$100 a month for only ten years."

I said, "Well, that is where I come into the picture again. The increase in your insurance by 50 per cent will

almost double the length of time which your wife will get the \$100 a month, and it will run for about 18 years and 11 months."

Those figures are not applicable today because, as you know, we have had just a little reduction in interest.

So I sent the application on for the \$5,000, and when the policy came back for the next one, of course I had to get it up to the president to get the extra \$5,000 issued.

I threw it on his desk, and he said: "What is this other policy about?"

I said: "I got to thinking about your situation and I felt at the end of 18 months, or at 53, when she has gotten over the hill in the matter of producing, she is going to be out of luck, and by adding this other \$5,000, or increasing your protection 100 per cent, you have increased the length of time which this \$100 will last threefold, or almost 30 years—29 years and 11 months, to be exact."

Scott said: "I hadn't thought of adding that much insurance, but it looks pretty good. Go ahead and fix it up."

I said: "There is one fault in this thing, and that is that at age 65, assuming you die now, your wife is going to be in the same position that your mother-in-law is in today. In other

words, she is going to have to barge in on your children and live just as your mother-in-law is doing now, and somebody is going to either have to stay with her at night when you go out or they are going to have to take her along, and you know how it is—just about the time you are going to leave the ace, she says, 'Why didn't you play the ten?' or, 'Why did you hold the ace?' Or she is looking over your shoulder while she is knitting socks and bothering you with the clicking of her needles. So why not arrange it so you will make her an income for life? In other words, let's pay her approximately \$83 a month for 23 years, or as long as she lives."

He said: "Don't be silly, Andy. I told you in the first place she couldn't live on \$80 a month and that is out."

I said: "I took it up with the board of directors and got this extra \$4,000, and that will produce \$16 and a few cents a month, and bring it up to \$100 a month for 20 years, or as long as she lives."

Well, Scott wanted to think it over, and he did, and he sent me a check for the extra \$4,000.

About a year later he called me up and said, "I want to see you."

I went out and he said, "Andy, I think you owe me another apology. I



GEORGE NIXON BRIGGS

EIGHTY-FIVE years ago, on May 15, 1851, Governor George Nixon Briggs, and a group of public spirited men, founded and chartered the Berkshire County Mutual Life Insurance Company. Governor Briggs for many years served in the Congress and was seven times elected Governor of the Commonwealth of Massachusetts.

In 1855 the Company widened its field activity and pushed beyond the bounds of Berkshire County. When this happened the name was changed to the Berkshire Life Insurance Company.

Its objective has been to serve loyally and faithfully its policyholders and to render them service consistent with good business judgment; also to gather around it a group of General Agents and Associates who are loyal, competent and trustworthy. These two objectives have been accomplished in an unusually large degree.

This Mutual Company's search for better and better plans for assisting policyholders in accomplishing their important purposes is never-ending. New policy contracts have been and are being constantly devised to meet the ever changing conditions and increasingly exacting requirements of a progressive age.

BERKSHIRE LIFE INSURANCE COMPANY

INCORPORATED 1851

PITTSFIELD
MASSACHUSETTS

FRED H. RHODES
PRESIDENT

85th ANNIVERSARY YEAR

have been thinking about this insurance and it is all wrong."

I thought that somebody else had come in and told him I didn't know anything about the insurance business. You know how some of these fellows do it.

Anyway, Scott said: "We have been going over this thing and I showed the wife what she could expect in case of my death, and she said, 'Scott, I couldn't possibly live on \$100 a month.' I asked her how much it would take and she said \$200 a month, and you have to fix it up."

Of course, I got mad right away and decided to give up the insurance business when he talked like that.

But it is the inadequacy of the amount of income that most men have that is going to get under their skin.

Figures on Income Option

You might be interested in these figures. A few years ago I asked a group of companies to give me, as near as they could, a check-up on the amount of insurance in force in each company—that is, on some form of income option—and it is about, or was at that time, 17 per cent. I am not talking about prospecting. I don't know anything about it. I haven't the least idea how to prospect. But I know that the best group of people in the world to canvass are those people who have their insurance on some lump sum basis: 83 per cent of the people in the United States—and you have the whole world for prospecting.

This year our company made a new check on it and found that 18 per cent of their people had insurance on some form of income basis. At the present time, from my personal check made just before I came to the meeting, I have about 93.6 per cent of all insurance in force that I have written and still in force, on some form of income.

Contingent Beneficiary

A few years ago, you will remember, we talked the contingent beneficiary. You know a wave of it went across the country and everybody was rushing around and wanted to get the contingent beneficiary named in the policy.

I am not interested in who gets the money. I am only interested in seeing that it goes where the insured wants it to go. So, if he dies first, the money goes to her, and if he wanted it to go to his brothers and sisters or his mother, you can readily see it is not going to go there, for it is a part of her estate and is going to go with the rest of her estate.

Use Right to Withdraw

A very simple idea, and it makes a lot of money because it brings up again your inadequacy, is to use a simple income option and make it payable to the wife if living, with the right to withdraw any or all of the principal, assuming that it is on a lump sum basis anyway, and the man wants her to have the right to use it, or you might say a clean-up proposition. After that you can pay it to anybody you want, assuming that she hasn't withdrawn any of the money.

And the next thing that happens after you have placed the insurance on an income basis—and I like to use the interest option because it has a certain appeal to the fellow when he says, with a \$4,000 contract, "Well, now, Anderson, what is this going to pay my wife in monthly income?" I have to say, "\$4,000? It will pay \$9.87 a month guaranteed, or \$120 a year."

Show Insurance Too Small

"Well, for Lord's sake, man, you don't think my wife can live on \$9.48 a month." You commence to develop immediately in his mind that the insurance he carries doesn't produce enough income. If you put it on some of the annuity options you might get

a large enough amount that this fellow will think she can squeak through with. But if you put it on an interest option you immediately show him the amount of the insurance is too small, and he thinks in terms of what will \$9.50 do, or what will my insurance do, and you get a chance to analyze what he has, and you have a better chance to arrange his insurance on a permanent income basis and tie it in with the rest of his estate.

It seems to me that another fundamental thing is to have a definite appointment with your man before you go, because it sharpens your wits. It makes you go prepared to talk about your proposition, and if you have a definite time to see him, he is going to respect that time and be looking for you, and he is going to be thinking about you, and he is going to be thinking about the thing you are going to talk about, and you would be surprised how much sales resistance is broken when you walk in his office at 10 o'clock, when you have your appointment. Maybe some of you fellows have not tried that.

Telephoning for Appointments

In 1918 I had a lot of trouble getting in to a see a man. I went to his office dozens and dozens of times, and he had

the reputation of being hard-boiled. Then three years later I finally got him on the telephone, and I said, "I would like to see you just as soon as I can, when it is convenient."

He said, "How soon can you get out here?"

I said, "Thirty minutes."

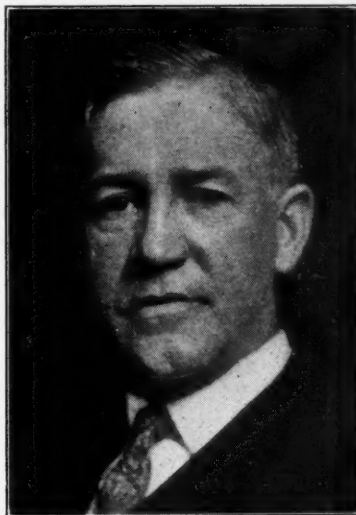
He said, "All right, I will be waiting for you."

Uses No Camouflage

That was the start of the use of the telephone as far as I am concerned to get definite appointments. Since the early part of 1922 I have never been turned down when I have asked for an appointment on the telephone or written a man a letter saying that I have something very important to discuss with him. "How soon can I see you?"

I never make any camouflage. I tell him immediately who I am, whom I represent, and what I want to talk about, and he knows that I am going to talk about his affairs, and I make that very pointed. To me it is very fundamental because you are breaking down sales resistance. You get in easily and you are in a position where you can tell him what you think about him, and he likes it, and he buys larger and better policies.

Improvement in Agency Practices Is Reviewed



W. W. JAEGER, Vice-President
Bankers Life of Iowa

SUCCESS

THE RIGHT TIME AT

THE RIGHT WAY IN

THE RIGHT THING DOING

THE RIGHT MAN

3 STEPS TO SUCCESS

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THE RIGHT WAY.....

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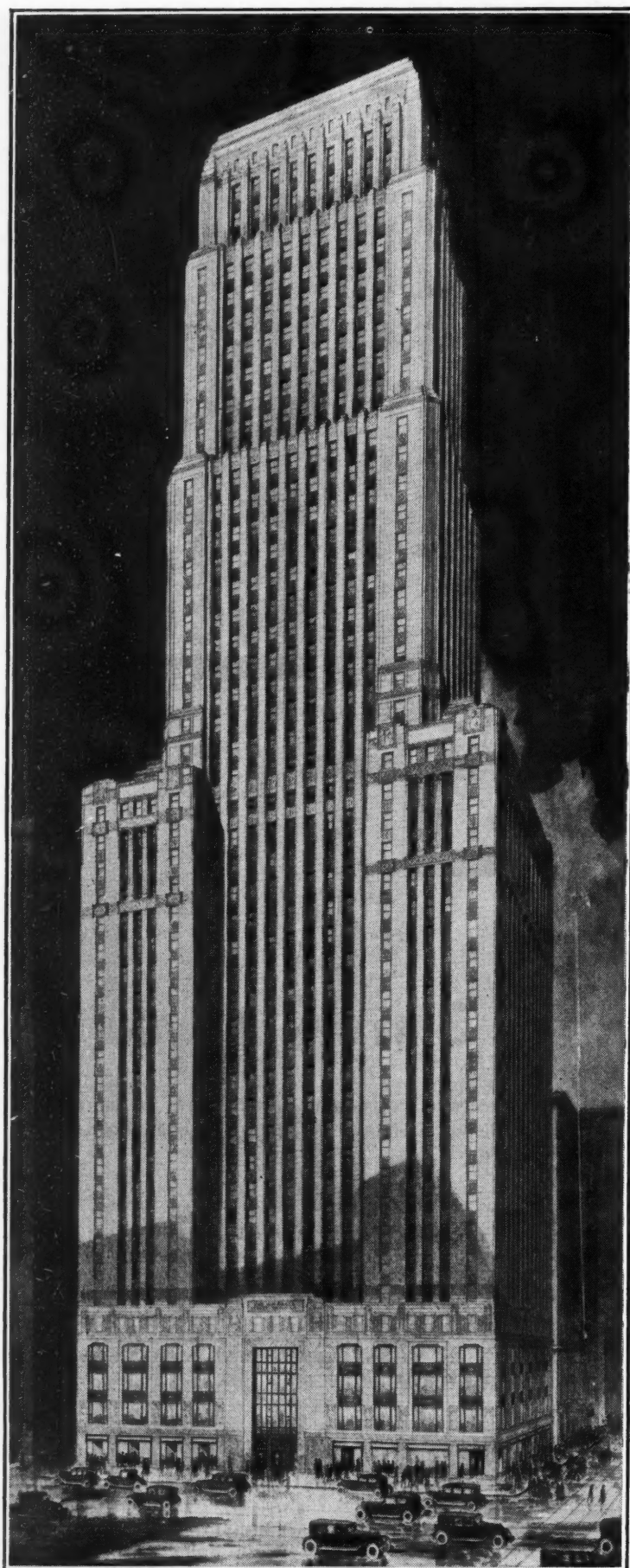
To the right men who think these ideas may be Helpful, our booklet, "Client Building Through Estate Planning" is available on request. Write
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Moves Prospect Across the Page

(CONTINUED FROM PAGE 6)

in transit" column those contacted prospects who had been examined for policy or who are interested in seeing the type of contract that I am trying to sell them.

I attempt to have two or three times the amount of business in transit each month that I hope to pay for during the month, one-half of which should be originated within the current month. Because of declinations, optional business ordered out and dissatisfied prospects, I find that it is necessary for me to maintain this ratio of 2 1/2 to 1, on the average, in order to pay for my quota each month.

When the policy arrives for delivery, I transfer the name from the "in transit" column to the "to deliver" column. As soon as the policy arrives, I immediately attempt to deliver it and as I pay for the contracts, I transfer the names from the "to deliver" to the "paid for" column. In order for me to transfer a name to the "paid for" column, it actually has to be paid for. Therefore, I work from "left to right," and if there is nothing in the "right," there couldn't have been anything in the "left."

Completing Daily Program

I complete my daily program one day ahead of the planned-for day by using the monthly work sheet as follows:

I look at the "paid for" column and notice my personal production. If it is below the monthly quota, it should inspire me to work harder. Then I look at the "to deliver" column. If a policy has arrived for delivery, I hasten to deliver it. If I have exhausted the "to deliver" column, I look at the "in transit" column. I inquire from my secretary if a certain policy on Mr. X has arrived—maybe it has just come in. I hasten to deliver it.

Then I look at the "contacted" list and discover who needs the protection of a policy or annuity. If there is no one in the "contacted" column, I proceed to contact the people in the "selected" column. If there is no one in the "selected" column, I proceed to the "general" list, in order that I may make a selection of the better prospects to contact, and if there is no one in the "general" list, then I proceed to get back into the life insurance business.

Thus, in making out my daily program, I consult my monthly work sheet. In order to push the names from the "left to the right" on the monthly sheet, I begin at the right and work to the left.

Locating the Weak Spot

If I haven't reached my quota for the month, in a second I can place my finger on the weak spot. It is possible to have the number of names required in the columns, but if the proportion of new names is not there, that might be the answer. At the same time, it is possible for me to have a smaller number of names and pay for twice the amount of insurance. That may be due to some break of good luck.

But, on the average, if these ratios are maintained, and with a workable approach, it will work as it has worked for me. This monthly work sheet has enabled me to substitute work for worry and it is a constant indicator and pointer to me of my progress day by day.

Before I see a suspect, I make a strong attempt to know his full name and the way it should be spelled and pronounced. I know the names of his wife, his children, and other dependents. I try to get their approximate ages, at least. I try to find out, by inquiring of those friendly with him,

his approximate income and standard of living with relation to that income. I ask whether or not he is healthy and try to discover his sales weaknesses, so to speak. I maneuver about to discover the best time of day to see him; and if he is an employer, I try to discover whether or not his business is a seasonal one, and its peaks and valleys.

With all this in mind, I dream out a peace of mind program for the prospect and chart it neatly in the following manner:

Gives His Sales Talk

Imagine yourself Mr. Jones, age 35, with an income of approximately \$7,500 per year; the name of your wife, Mabel, and the names of your children—John, age 8, and May, age 10.

I walk in on you and probably say something like this: "Mr. Jones, my name is Behr. I am proud to represent the Equitable Life Assurance Society of New York. I have given a great deal of thought and time to a peace of mind program for you and your family, and I have drawn this chart entitled 'Paul Jones Family Corporation.'" (Then I place this chart before you.)

It will look like a Greek puzzle to you at first glance and undoubtedly your curiosity will be aroused to such an extent that I will have had time enough to look around, grab a chair, sit down next to you, and proceed to explain this chart in the following manner:

"Mr. Jones, you have purchased your life insurance for the purpose of perpetuating your economic value to your family in the case of your demise and that value today is in the form of income. So many times a man buys \$10,000 or \$15,000 worth of life insurance, payable in lump sum to his wife, thinking he has amply protected her, when, in reality, upon his demise he is subjecting her to the hazard of investing \$10,000 or \$15,000 safely, which, if properly done will only yield at 5 per cent on \$15,000 approximately \$15 per week.

Cites Yield Per Week

"Therefore, Mr. Jones, you can actually determine what your life insurance is going to do for your family in the form of income, which, if it is \$35,000, as shown on this chart, will yield approximately \$35 per week. The principal amount, if trusted, will yield a life income to your wife, Mabel, and upon her demise such remaining principal will be divided share and share alike among your children, John and Mary, age 8 and 10 respectively, giving John \$3,000 at age 25, as an anchor to windward (for he will probably lose it), \$5,000 additional at age 30, and the balance of his share of the principal at age 35.

"Under this plan, your daughter will receive a life income of the interest on her share of the principal, or, at least \$25 per week.

"Of course there is an emergency clause in this trust, stating that if the

interest from the principal is insufficient at any time to maintain comfort or to meet any expense of sickness or operations or any such unforeseen contingencies that might occur, the beneficiary can dip into the principal at any time, up to certain limits.

"There is also an educational clause which provides for the withdrawal of such sums from the principal as are necessary to provide a secondary and college education for John and Mary."

Lump Sum of Money

"Then there is a lump sum of money to provide enough cash to liquidate the property you leave under your will or general estate, with respect to the levy of federal estate and state inheritance taxes, court costs and administration fees."

"You can readily see from this chart that the flexibility under this big beneficiary clause takes care of your unforeseen contingencies that might occur after your demise and allows your life insurance holdings, as proceeds, to provide the maximum income to your beneficiaries, in a scientific manner.

"You are releasing your beneficiaries from the hazard of investing and re-investing this money safely and in its stead receive an income, which today is the form in which you are providing for them.

"Now, Mr. Jones, what happens to this life insurance if you live? Statistics prove that life insurance companies on the average have paid out one-third of their monies to beneficiaries and the other two-thirds to living policyholders in the form of matured contracts. Thus, you have two chances out of three that you will live to receive the proceeds of these policies.

Cash Value Shown

"On the right side is the cash value of the \$35,000 of life insurance, assuming survival to age 65, which is approximately \$19,127, which will purchase a monthly refund life income for you of \$136 (10 years certain).

"At the left, I have listed five units of retirement annuity on which the cash value, plus accumulated dividends, assuming survival, at age 65, is approximately \$24,727, which will purchase a monthly refund income for life of \$177 (10 years certain).

"The total of the cash value and accumulated dividends of the life insurance and the retirement annuity at age 65 will pay you a lump sum of \$43,854, or a total monthly refund life income of \$314 (10 years certain).

"These outside lines are your life lines and the inside lines, your death lines. I repeat, Mr. Jones, you have two chances out of three that this (tracing the outside lines) is going to happen to you. Your life insurance and your retirement annuity will retire you. Just imagine that!

"Therefore, Mr. Jones, this plan does the following for you:

"(1) It protects your earning power to the extent of the premiums on your life insurance should you become disabled, providing you own the disability waiver of premium feature on your life insurance."

"(2) You have amply and completely protected your beneficiaries under

National Security in Individual Effort

By ALBERT W. ATWOOD

The great advantage of life insurance bought by individuals with individual responsibility is that it costs them heavily; it pains them deeply at times to make the payments, the so-called premiums. But when a government spends on a colossal scale it not only does not have this hard discipline, it becomes intoxicated with its own spending and loses its sense of values, its equilibrium, just as does an individual who suddenly inherits millions.

The man of 35, with a wife and a couple of children, who buys life insurance does so, he thinks, selfishly, to protect his loved ones and himself. But he does far more than that. His sacrifice makes possible the existence, the continuity of a great middle class, which is our bulwark against such horrors as those in Spain. This wonderful stability our country and government has had, this absence of rebellions and internal revolutions, except for the Civil War, will be insured, to a large degree, to the extent that individuals continue in great numbers to provide for themselves, through such instrumentalities as life insurance, as they have in the past.

I am no rhapsodist about life insurance, and I would not say that the enormous extent to which it is distributed with us is the sole reason why we have such national stability and security. There are many other factors, and there are many improvements, social, economic and political, which need to be made to insure a continuance of security and stability.

Guaranty of Sanity

But I cannot fail to see in life insurance a great, almost silent bulwark, not only of social and economic security, but what is far more important, a guaranty of sanity. The policyholders and companies are very, very quiet about it, but I believe that if the tendency toward inflation, for instance, reaches a certain point, the great middle classes, lower as well as upper, who have sacrificed to protect themselves through life insurance, will say to those in political power, "This far you go and no farther."

I do not want to idealize the men and women who sell life insurance. To the extent that you sell the wrong kind of insurance, to the wrong man, you are just as guilty as the man who misrepresents his goods.

But when you build responsibility, independence and self-reliance into character by selling life insurance, as you have done in millions of instances, you are aiding directly in keeping the foundations of America firm and secure. To that extent you have put on the armor of God, and everyone who wishes his country well is proud to urge you "to stand."

an income-paying plan which provides for the education of your children and any unforeseen contingencies that might occur to your dependents.

"(3) You have invested your money safely in the peer of all investment trusts—the life insurance company."

"(4) You have provided a life income for yourself should you reach old age.

"These four points make up a peace of mind program that challenges any other form of investment in duplicating such outstanding performances for the same minimum outlay.

"Mr. Jones, how near to this peace of mind program of the Paul Jones Family Corporation, as I have planned it, have you approached in your plans?"

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This selection does not exhaust the roster.
The youngest company added to make the
final total is 70 years old. There have been
many since, and their combined ages would
probably take us back, in years, before the
start of the Christian era.

When the first company began business,
John Tyler had been President of the United
States for two years. Twenty-one Presi-
dents have succeeded him. New England
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Republican, two Whig and six Democratic
administrations. President Tyler's United
States was composed of 28 state entities,
though Texas was annexed while he held
office.

The State Mutual, incorporated in 1844,
has seen these states join the Union: Ari-
zona; California; Colorado; Florida; Idaho;
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braska; Nevada; New Mexico; North Da-
kota; Oklahoma; Oregon; South Dakota;
Texas; Utah; Washington; West Virginia;
Wisconsin; Wyoming. State Mutual has
progressed as the Union has progressed.

State Mutual welcomes the National
Association to New England.



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Over 92 Years a Synonym for Security

Program of Activities Makes Association Meetings Better

By HOWARD H. CAMMACK

General Agent John Hancock Mutual Life, St. Louis, Mo.

Let us consider the matter of "Programs" in a very broad sense and take up the problems involved in creating and directing a program of activities for an association year. We should do this, primarily, because it is essential that we consider our local associations as working groups and not as luncheon clubs. However, even in the construction of "meeting programs," it is well to realize that they will be more effective if correlated with projects.

Looking back over the last several years of your own local activities, you will find that some administrations have been more successful than others. Is it not true that the better years have been those in which you have done something outstanding, rather than the years in which you had the more prominent speakers? The meetings, themselves, were probably more entertaining and better attended when they were tied up with something of an unusual nature you were doing as an association.

Select Major Objectives

Why not select about two major activities for our association year, and put all we have into those two activities. If we do these well enough, I have no fear as to the danger of the rest of the activities falling to an uninteresting level.

What projects? Let me catalog a few and describe one or two just as samples:

1. Essay contests for school children, or for members of a woman's club.
2. Life insurance plays in cooperation with a little theater group and possibly given before luncheon clubs. Christmas is a good time for it.
3. Big public gathering or joint meeting with the chamber of commerce, to be addressed by Dr. Huebner or some other outstanding speaker. No association town is too small to do this.
4. Joint meetings with a neighboring association.
5. Sales congresses.
6. Big local celebration of Life Insurance Week.

Of course, there are many others. Adopt one or two that will be hard to put over, take work, and represent a real challenge for a real achievement. If it is big enough, your membership will respond. The association will begin to amount to something.

Results from Essay Contest

Let me tell you what we did with an essay contest in Huntington, W. Va., several years ago. Our association needed a shot in the arm. Here is what we did:

Prizes were offered by the local banks. Three classes were established: First, 4th to 6th grades; second, 7th to 9th grades; third, senior high school grades. The subject was, "Why Life Insurance?" Rules of the contest and some information about life insurance were published and, by appointment, delivered to each school by a member of our association. Ten-minute assemblies were held, the underwriter made a short talk and passed out the printed

information, which contained, among other things, the roster of the association and the statement that useful pamphlets could be secured from any member. No company names were given.

The following Sunday a four-column headline in the paper announced: Prominent Huntingtonians Give Views on Life Insurance to Aid School Children in Essay Contest." A dozen interviews appeared in this story. They were good, too, because we wrote them. Most offices in Huntington encouraged this kind of news publicity by buying space in the same paper. After the contest, prizes were given at a luncheon meeting and the paper published a group picture of the winners and printed the prize essays.

Hard Work But Worth It

In a town of 70,000 we got over 1,200 essays and found that most teachers had used our theme as an assignment, but had handed in only the best essays

in the room. Best results, by the way, are with the junior high grades. I suggest you stick to them.

You may well imagine the result was good. Our business was given the best kind of publicity, and, of course, all the agents in town wanted to be in the association. It was hard work, but it was worth it.

Small town stuff, eh? Well, in St. Louis we don't think so, and we are now working on a plan to use there. We think we can get one that will work. We think the Parent-Teachers' Associations will be helpful.

If you want your administration remembered, put on a school. In St. Louis we have one each year. On one occasion it ran every morning for two weeks. Each of the three hours was presided over by a general agent who was a C.L.U., and he had, on successive mornings, speakers and sales demonstrations selected from the membership of our association. Another year we had James Elton Bragg for a week, and last year a three-day session conducted by Ralph Engelsman. Preston Dawson comes to us in November for a week.

It does not take a large association to put on a school. Referring to West Virginia again, Huntington and Charleston, in cooperation, brought the



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entire life insurance faculty of New York University to West Virginia for eight weeks and had nearly 100 members of the cast at \$100 each. If you don't want to go that strong, there are a dozen able underwriters and life insurance teachers who have traveled over the United States conducting schools running from three days to two weeks. Such an enterprise takes a little work to organize the schools, sell the enrollments, and secure the leader, but the project will pay large dividends both to the association and to the individuals who attend such a school. We should do more of this. The new publication of the Sales Research Bureau, entitled "Successful Selling," could be used as a text.

Joint Courses Suggested

In completing a two weeks' school in my own agency, just before leaving for the convention, I was struck by the idea that with such a guide and such a text to follow there are hundreds of general agents in this country with enough personal experience to throw in by way of illustration who could make of such a two weeks' school a thrilling experience. Why should each separate manager stage a separate course in his own agency? Why not joint courses sponsored by the association in cooperation with the general agents and managers, united in effort and ability to do the job more effectively than any could do it alone.

Following the lead of Pittsburgh, where they have "Business Getter

Sales Clinics," in the afternoon and joint Monday meetings, we plan an "Estate Settlement Clinic," conducted on three successive Friday afternoons from 4 to 5. The first meeting will be addressed by a lawyer on "Wills." The second by an officer of the probate court. This may even be dramatized to the extent of actually leading an executor through the process of all the requirements of probate, explaining to him the costs of all the red tape through which he must go. The third meeting will be addressed by a trust officer on "Effective Administration." Such a series should prove valuable, for we spend our lives talking to people about the problem, yet few of us have been through it or know much about the details of estate settlement.

Speakers for Meetings

Now how about speakers for the more usual type of meeting? Each year the National association prepares a list of experienced speakers in each community, taken from among our own national membership. Choose the men who have a specified method whereby they obtained success. One speech on the glories of life underwriting as a career will last us a long time. It is easy to prepare a speech on this subject and too many speakers have fallen

before this temptation. Get men who know the actual steps and plans they follow in selling.

Pittsburgh's Golden Jubilee

Invitations to all and sundry to attend the golden jubilee of the Pittsburgh Life Underwriters Dec. 7 were passed out at Wednesday's session. It is planned to have leading representatives of neighboring life underwriters' associations, executive officers of many American and Canadian companies, leading figures in the American College of Life Underwriters, the Million Dollar Round Table, the insurance press and other organizations of the business, the invitation states.

Equitable of N. Y. Star Here

Isidor Hirschfeld, who led the Equitable Life of New York's entire field force in paid business for August and leads the Greater New York department for the year, was here for the Million-Dollar Round Table and the first day of the general session.

He is known as a hard worker as well as a big producer and it was no surprise to his friends to learn that he had cut his visit short and had returned to New York City to look after his business.

Tells of Development of His Prospecting System



LOUIS BEHR, Chicago

Favor Recruiting at Younger Ages

(CONTINUED FROM PAGE 4)

Chairman Murrell said, it is a question as to whether it is not more economical to spend less money on such searching and spend more on financing the good men who qualify in all respects except the financial question.

Logical Course Suggested

Since financing must be done, it appears logical to pick men who have the minimum financial problem, both for practical financial considerations and the effect on the morale of the new man. Mr. Murrell will not take a man if he cannot live on \$250 a month. He said he advanced an average of \$230 per man for new agents, with sour accounts running about 9 per cent.

Individual or Class Basis

Whether to train new men on the individual or class basis got considerable discussion. Messrs. Murrell, Engelsman and others favored the class basis, since their records of costs showed that although they occasionally lost a desirable man because he would have to wait for a class to start rather than go into the business immediately, the lower cost of training by the class method made it more desirable. Some of those at the seminar said they used the class for recruiting, giving the prospective agent a chance to see how he likes the business before he is put under contract.

If money is to be made out of recruiting, financing should not be begun hastily, Mr. Murrell warned. It is impossible to judge immediately, no matter how good a new man may look, whether he is surely headed for success, he said, consequently it is advisable to wait for the first month before committing oneself on financing. It is usually safe, he said, to advance a new man up to the amount equal to the commissions he has already received, as the deferred and renewal premiums are sufficient to cover such advances.

Complete Statistical and Sales sections of the Diamond Life Bulletins are on display in Parlor A.

LEADERSHIP

Statistics of the Life Insurance Research Bureau for many months have shown the moderate sized life insurance companies leading the industry out of the aftermath of the depression.

Proud to be one of the companies which last year turned the corner and began the upward march, Federal Life is particularly proud of its loyal field force.

During the first eight months of 1936 they produced 64% more new life business than during the same period of 1935. The Accident and Health Department showed a 45% gain during the same period.

To the agents of the moderate sized life insurance companies all credit is due for having taken the leadership in this era of recovery.

To experienced men with the ability and the desire to associate themselves with this forward moving enterprise Federal Life extends a cordial invitation. In most states in which it operates there are openings and excellent opportunities.



FEDERAL LIFE INSURANCE COMPANY

ISAAC MILLER HAMILTON, President

CHICAGO

AMERICAN NATIONAL INSURANCE COMPANY

Achievement—

An Increase of \$34,878,126.00 in Insurance in force during the first seven months of 1936.

Excellence—

The prestige that arises from financial stability and years of fair dealings is enjoyed by each Anico representative. Practical and attractive selling features open new avenues of business and complete the equipment of the men in the field.

Power—

\$554,328,732.00 Insurance in Force
\$56,326,868.37 in Assets
\$11,572,911.56 in Surplus on December 31, 1935.

Plans—

Extension of Agency development in both old and new territories.

Ordinary and Industrial

AMERICAN NATIONAL INSURANCE COMPANY GALVESTON, TEXAS

W. L. Moody, III, Vice President	W. L. Moody, Jr., President
W. J. Shaw, Vice President and Secretary	B. Werkenhain, Vice President
J. B. Mills, Vice President	F. B. Markle, Vice President
E. L. Roberts, Vice President	E. A. Rees, Manager, Industrial Department
In Charge Ordinary Agencies	White L. Moss, Supt. of Agencies
Western Division	Ordinary Department
	Eastern Division

MEN OF ACTION

ACTION carefully planned—definite and positive, results in progress, depression or no depression.

PROGRESS

Percentage of gain in Paid Production

1934 over 1933 37% Gain

1935 over 1934 28% Gain

1936 over 1935 24% Gain

(7 months only)

Why this Progress?

- Cooperative action—Home Office and Field
- Modern Training Plans—preliminary and advanced
- Planned work program for new and veteran agents
- Result getting Sales plans
- An effective "Prospecting by Mail" system

CENTRAL LIFE ASSURANCE SOCIETY

(Mutual)

DES MOINES

IOWA

Cradle Song

It seems eminently fitting that the National Association of Life Underwriters, leading conservators of financial freedom, should meet in convention assembled in a "cradle of American liberty."

From the Old Dominion, also famed as a "cradle of liberty," this company sends to the Association best wishes for a uniquely successful convention, bespeaks for its members greater power and enthusiasm in furthering the benefactions of an institution which, like Beauty, "is its own excuse for being."



Bradford H. Walker, President
Home Office: Richmond, Va.

PROMPT PAYMENT OF CLAIMS

Claim payments to accident and health policy-holders are one of the best sources of prospects for Monarch life insurance. They furnish widespread evidence of the strength, efficiency and "service spirit" of the organization.

Monarch claim service enables its agents to "work with both hands."



MONARCH LIFE INSURANCE COMPANY

Springfield, Massachusetts

Life — Accident and Health Insurance

Woods Recruiting Plan is Described

(CONTINUED FROM PAGE 6)

D. Popularity and social affiliations: A man entering the insurance business should be able to submit a list of at least 50 good contacts or sources of influence.

Financial Ability

E. Financial ability: The prospective agent should have a reserve sufficient for at least six months, preferably a year. These resources need not necessarily be his own. Most people going into business today are financed. A man buying a little grocery store or business of some kind is often financed by a relative or friend. Why should this practice not be followed with one going into the life insurance business, where the chances of success are just as great as they are with one going into life insurance or even into one of the professions? In any event, he must own some insurance and if at all possible buy a new policy in the company he is to represent.

F. Environment: Without proper environment a man is handicapped. Without the cooperation of his wife and family his chance of success is lessened and unless his wife can be sold on the business it would generally be inadvisable to contract with him.

Personality Important

G. Personality: This is important and something which in the past has not been too much stressed. A man must fit into an organization, i. e., he should be fairly acceptable to his associates. A disgruntled or cynical individual, no matter how able, can upset an agency force. It is very desirable that an agency force be a cohesive, loyal group of men and women.

H. Industry, perseverance, energy, aggressiveness, health, endurance: These are things to be determined before a final judgment is reached and the personal history blank, inspection report, medical examination and references form a basis upon which to arrive at a conclusion. It would seem desirable for the manager, or whoever is going to make the contract to investigate personally the references of the prospective agent and to do this by personal interview rather than by correspondence.

I. Women: Generally speaking, women agents are as acceptable as men. The same rules would apply to them as would apply to men, with this

reservation, namely, that a woman with home responsibilities cannot give the same undivided attention to the business as one who is without these responsibilities.

J. Cross-section representation: In this country of ours, which is still a democracy, it should be the aim to build an agency force covering the various classes of people who make up the population.

2. How to find material: Generally speaking, minor executives, traveling salesmen, men in blind-alley jobs, friends of successful agents are worth considering. There are two methods:

A. The shotgun method: (a) circular letters—circularizing groups of people has brought some success. Lists are available of doctors, of lawyers, of grocers, and in fact of almost any profession or business. One agency manager reports that 65 per cent of his club members came as a result of circular letters. The leading agent in a very large agency came as a result of a circular letter sent to a lawyer; (b) advertising—advertisements in newspapers and magazines have brought results. Some of these advertisements have been blind; some definitely stated the proposition.

Personal Effort Method

B. The personal effort method: This seems to be the most reasonable course to pursue. Go after the man you want, just as in writing insurance you go after the man you want.

3. How to interest a prospect: No attempt should be made to do this in a hurry. The man or woman easy to get is generally not the one with the best chance of success. With the work sheet as a guide and taking plenty of time, outline the life work, the history and growth of insurance, the history and growth of the company, the history and growth of the agency. Make no apology for this work sheet. In fact, indicate to your prospective agent that the subject is so important that nothing must be overlooked in order that one may come to a satisfactory conclusion.

4. How to select: After the personal history blank, the medical examination and probably an inspection report have been secured, then use the Steward tests. These tests do not predict success, but experiment has shown that they do eliminate failures; that

those making score of 40 or less, no matter how attractive otherwise, should not be considered.

5. How to train: Often we predict failure by the way a new agent is started, by the way he is housed, by the way he is introduced to his office associates. Failures have been many, because men have been sent out not properly equipped, only to meet defeat at the hands of trained and experienced agents, as well as an informed public. Grief can be avoided if in the early days of his career a man is well grounded in the fundamentals of what insurance is, what it does, and how it is sold. Training is accomplished in various ways:

Must Know the Subject

A. Oral method: With the work sheet no subject need be overlooked, and again let us emphasize that this first attempt to train and inform should not be done in a hurry.

B. Preliminary training class: Generally speaking, we should not mix too many different kinds of personalities in one class. Perhaps it would be better to have a training school, say, three times a year, in the city for those engaged in city work and another school in the field for those engaged in work in the country and small towns. In three days it is impossible to give the average man a fair conception of the business. Ten days would not be too long.

The question may arise, can the prospective agent give up more than a few days to attend training school? The answer is that if he cannot do this, then he is hardly worth considering. A man must know his subject before he is turned out. In this school, he must learn at least two or three good sales talks. He can "can" them himself, but he should have at least one talk on a clean-up policy, insurance for a wife, insurance for a child.

C. Correspondence courses: In my company we have a correspondence course. This the new agent must take and he must do it right. If unwilling or dilatory he should be dropped.

D. Advanced courses: If the preliminary training has been what it should have been, an advanced course of not more than five days would be ample. All new men must take such a course. Old men should take it every two years.

6. How to get a new man into production: Remember the story of the Dutchman and the dog. To teach a dog tricks, the old Dutchman says that you must know more than the dog. Those engaged in supervision must themselves know how; they must know

what is in the rate book; they must know how to analyze a situation and select a policy to fit a need; they must be able underwriters with a substantial record. Supervisors and district managers, by making frequent trips to the agency office, if not already located there, can keep informed on new policies and new sales ideas. Supervision must be done in the field, that is, by joint work and plenty of it, and not until the trainer knows that the agent can stand alone must he be left to his own resources. Properly instructed, the new man will welcome joint work at all times.

7. How to supervise: First of all, the man in charge of the new agent must understand human nature; he must know his subject, and he must be able not simply to tell a man how to write applications, but he must show him how to do it. All studies indicate that what a man does in his first three months is indicative of what he will do in the future. Records indicate that, by and large, agents who produce during the first three months account for 90 per cent of the business produced by any group. Therefore, a man's first three months in the business are extremely important.

Analyzes Recent Record

A recent study made of some 1,226 agents showed that 499 produced nothing during their first three months and that over a six-month period this very large group of 499 accounted for just 7 per cent of the production of the entire group.

There should be a careful follow-up when a contract is three months old—a study should be made and a conclusion reached as to whether, all things considered, the subject has a future in this business or not. For this review, get out the original papers—the personal history blank, examination blank, inspection reports, etc. Consider the amount of training and supervision the agent has had. Then come to a conclusion and have the courage of your convictions. If the contract should be continued, continue it. If it should be cancelled, cancel it.

The time has come when we must do something to correct the devastating effect of turning in and out of the insurance business hordes of men and women. We can improve the respect in which our business is held; we can promote the prosperity of the men and women in the business; we can increase the amount of insurance coverage for the public at large, if we will select more carefully and pay more attention to training and supervision.

ELECTED AS TRUSTEES OF THE NATIONAL ASSOCIATION



M. L. SELTZER, Des Moines
Aetna Life



HOLGAR J. JOHNSON, Pittsburgh
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OPPORTUNITY IS KNOCKING

Only to Real Agents

Who desire to improve their condition in Indiana, Illinois, Ohio, Michigan, Arkansas, Iowa, Texas, Tennessee or California, if interested in —

An improved contract

A low net cost policy

A company with service

A recommended company, for which no apologies are needed.

It will pay you to investigate.

Peoples Life Insurance Company

"The Friendly Company"

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GREETINGS....

TO THE
NATIONAL ASSOCIATION
of
LIFE UNDERWRITERS

THE MINNESOTA MUTUAL
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Saint Paul, Minnesota

PROGRESSIVE STRONG

Write if interested in a
Permanent Connection

NORTH AMERICAN LIFE INSURANCE COMPANY

E. S. ASHBROOK
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PAUL McNAMARA
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Founder

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STARTED RIGHT

Fidelity agents are started right with a new and modern training course and put into early production through the use of Fidelity's lead system now in its twenty-first year of successful operation.

They have then at their command a wide variety of sales promotional tools—pre-approach mailings, booklets, folders, leaflets, blotters, cards. Not the least of these tools is a series of illustrated proposal forms covering all the principal policy contracts issued by the Company.

Fifty-eight years of live-and-let-live policy have won for Fidelity its reputation as a friendly company with warm human contacts with its field.

The FIDELITY MUTUAL LIFE
INSURANCE COMPANY
PHILADELPHIA
WALTER LEMAR TALBOT, President

His Seminar Made Tribute to Taggart

(CONTINUED FROM PAGE 4)

Replies were received from 26 companies having \$36,000,000,000 insurance in force. These 130 producers turned in 10,386 applications for a total of \$77,896,000.

In the first tabulation, on applications vs. volume, they were divided into four groups those producing less than 50 "apps," 50-100, 100-150 and 150 or over. The first group had an average production of \$554,724 and an average application for \$16,481. The second group led in average production, \$736,303, and stood second in average "app," \$10,958. The third group was only slightly behind on average production, with \$534,260, but showed a great drop in the average "app," to \$4,322, while those writing 150 applications and over stood at the bottom in both departments, with average production of \$456,941 and average "app" of \$2,160.

Grouping By Volume

When they were grouped according to volume, (1) less than \$250,000, (2) \$25,000-\$500,000; (3) \$500,000-\$750,000; (4) \$750,000-\$1,000,000; (5) \$1,000,000 and over, they showed a steady increase in both average volume and amount per application from Class 1 up to Class 5. Class 2 showed the largest average number of applications, with Class 3 second and the other three all considerably below those two, rather closely bunched.

In a classification as to age of the producers, only one agent under 25 (23) was reported, but he produced 98 "apps" averaging \$9,086. There were 14 between 25 and 34, showing on the average 75.82 "apps" for \$7,067; three from 35 to 44, with 82.36 and \$7,686 respectively; four 45-54 with 86.43 and \$5,872, and four who were 55 or over, with 84.72 and \$9,868.

On the basis of years of service, those in the business less than five years had an average volume of \$477,778 and an average "app" of \$5,949; five to nine years, \$611,659 and \$6,696; 10-14, \$605,495 and \$7,446; 15-19 \$643,939 and \$10,229; 20 and over, \$757,454 and \$8,593.

Record as to Persistency

Possibly the most interesting figures of the showing were those indicating the relation of volume and number of applications to persistency. With records set out for six classes, according to the percentage of persistency, those in the highest group showed the lowest average number of applications, while those with the worst record in that respect had turned in the most applications, rather indicating that in general an effort to secure a great number of "apps" has a bad effect on persistency.

The figures by classes are: 95-100 per cent, average number of "apps," 60-77; average volume \$677,411; 90-94, 65.74 and \$714,440; 85-89, 103.28 and \$562,832; 80-84, 91.55 and \$407,819; 75-79, 93.21 and \$376,371; less than 75, 140.15 and \$429,066.

See Tells of Record "Stunt"

Mr. See gave the details of the way in which he had operated in writing 322 applications in October, 1924, to set what was a world's record at that time for number of "apps" written in one month, and also described the application of the same general idea in the "capacity days" conducted in his agency in St. Louis. In one of these drives in 1934, 21 agents wrote 138 applications for \$521,000 in one day. Asked about the persistency of the business written in his one-month drive, he said it was slightly better than his average. He said more than a third of his sales were to men he had never met, but he said his system was to get

to know successful men and inquire about their friends. In reply to another question, he said he paid for all except three cases, and those were not issued. On the question of following up these cases immediately for additional insurance, most of them being rather small policies, he advised waiting about six months.

Queries on Taggart's System

The cross-examination of Mr. Taggart started with a question as to how he plans his work. He said he gets eight hours sleep and works the rest of the time. As to the time he starts out, it depends on how long it takes to get his eight hours sleep. If that means 10 o'clock, that is when he starts. Because of the large number of his policyholders, he has to spend 80 per cent of his time servicing them, and has to "steal time" to write new business. He plans to have one, two or three interviews a day and usually writes two out of three interviewed.

As to his approach, he tells a man: "You have been highly recommended to me. I'm selling life insurance in a good company that wants to write good people and I'd like to talk to you about your problems." He then asks his prospect: "What insurance have you?" If the man says, "\$5,000," he is very glad to get that information, but tells the prospect that he didn't mean to pry into his affairs in that way, but wanted to know with what company he was insured. If he gets that information, he compliments the policyholder on the coverage he has and emphasizes the good points of his policy. "It's my business to create confidence," he said, "confidence in me and in the business. Furthermore, a man doesn't like to be called a damn fool, and that's what you do when you tell him he's made a mistake in the policy he's bought."

Started as Boy of 18

He told how he got into the business as a boy of 18, still going to school. He was the youngest of a family of 16 and was pulling beets after school and milking cows at night to pay his expenses. His first month he paid for \$12,500 and was rewarded with a trip to an agency meeting in Salt Lake City, the first time he had ever been on a

train. He decided right then that he was going to make life insurance a full-time business and has been at it ever since. He said many men fail to reach their full opportunity because they continue as side-liners. They have some little job that they're afraid to give up. He paid for \$100,250 his first year, \$257,000 the second and \$385,000 the third, hitting the million mark in his 11th year.

He emphasized the necessity of talking the prospect's language and said it is a mistake to load him up with statistical information and tell him all about this service and that. Queried as to whether he asks everyone for prospects, he said he does not. A judge he knows recently commented on the fact that he never talked life insurance to him. Mr. Taggart immediately asked him: "Are you ready?" He travels between 40,000 and 50,000 miles a year, but all within a radius of 100 miles of his home.

He is an advocate of consistent weekly production and has been a member of his company's app-a-week club ever since it started.

Toward the close of the session, Mrs. Taggart was escorted to the platform by Mr. See and was also given a great ovation. Mrs. Taggart said she had been willing to put up with anything in order for him to be successful.



WELCOME TO BOSTON

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THE MINUTE MAN

of

THE COLUMBIAN NATIONAL LIFE INSURANCE COMPANY

A NEW ENGLAND INSTITUTION